

DRAFT ANNUAL REPORT 2008/09



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CHAPTER ONE:

Introduction and Overview

Executive Summary
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EXECUTIVE SUMMARY

The Nkomazi Municipality Annual Report has been developed according to the provisions of Section 121 of the Municipal Finance Management Act (MFMA), 56 of 2003 and Section 46 of the Local Government: Municipal Systems Act (MSA), 32 of 2000.

Chapter 1: This chapter talks on the overview (geographic location) of the municipality. The chapter touches on issues of governance and how the council is constituted.

Chapter 2: This chapter seeks to document and highlight some of the key achievements and challenges of the municipality during the year under review. However the municipality had faced a number of challenges but we tried our best to provide service delivery to our community.

Chapter 3: This Chapter outlines how the organisational management is structured. The administration is headed by the Municipal Manager. The municipality has five administrative departments, each being headed by a Director. The

Manager within the Office of the Municipal Manager is responsible for the efficient and effective functioning of administration.

Chapter 4: Also key in this chapter is the fact that we have maintained our timely submission of the Annual Financial Statements to the Auditor General for auditing. In doing so, we have received a Qualified Audit Opinion for the year.

Chapter 5: During 2008/2009 financial year the municipality has increased compliance with local government laws across a range of different pieces of legislation governing our operations. National Treasury has provided a reporting format for the Annual Performance and that is evident throughout this chapter.

LEGAL FRAMEWORK

The 2008/2009 Annual Report has been prepared in accordance with the provisions of Section 121 of the Municipal Finance Management Act, 56 of 2003 and Section 46 of the Local Government's Municipal Systems Act, 32 of 2000 and thereafter approved by the Council after following all the processes prescribed by Section 129 of the Municipal Finance Management Act. In compliance with the provisions of the Municipal Finance Management Act, this annual report was tabled by the Executive Mayor at a Municipal Council meeting held on 29 January

2010 as prescribed by Section 127 of the Municipal Finance Management Act and was thereafter publicised for public comments, this done in terms of Section 21A of the Municipal Systems Act.

In presenting this report for the financial year ended 30 June 2009, we acknowledge progress made during the 2008/2009 financial year as well as the daunting challenges that still lie ahead. A detailed account of all the challenges and remedial actions going forward has been provided within this report.

Executive Mayor's Foreword

The year 2008/9 has been a year in which we did not only work hard on consolidating our structures, systems and strategies for service delivery, but it has also been a year in which we were fortunate to observe with gratitude the fruits of the implementation of the plans that we have put together over the years. This Annual Report therefore represents the cumulative results of the endeavours that we have employed during the period under-review to benefit the residents of Nkomazi. It will seek to articulate the achievements, setbacks and indeed lessons that we have picked up during this period, which lessons will be carefully studied with a view to improving our future planning and implementation.

We are indeed proud that we are continuously improving the manner in which we deliver services to the majority of our people. The institution has during this period succeeded in extending services like waste removal to villages that did not enjoy decent waste removal and sanitation before. Increasingly we have continued to strengthen Nkomazi Local Municipality by recruiting senior staff members to augment our Performance Management and Internal Audit Units. We are convinced that with these strategic internal capacities, the Municipality will be able not only to evaluate its performance but more importantly to ensure that the execution of our mandate is done in a manner consistent with the legislative imperatives that inform our core business.

The constitution of the Republic of South Africa (Act 108 of 1996) enjoins local government to promote good governance in its sphere of governance. Accordingly we have worked relentlessly with my colleagues in council to ensure that all the basic structures for good governance are in working order. We can report in this regard that the municipality has functional and well trained ward committees, a functional IDP Unit, Budget and Treasury Unit, outreach and public participation programmes, general council meetings that are open

to the public, communication strategy which includes a quarterly newsletter publication etc.

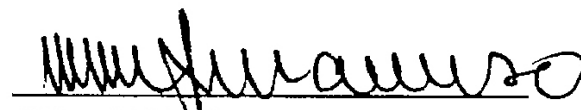
We have already approved plans to introduce an upgrade to our IT infrastructure in the 2009/10 financial year. We believe that this will go a long way in augmenting our communication with all our stakeholders.

The issue of sustainable water supply to the people of Nkomazi is another matter to which we have paid particular attention in this report. We are pleased in this regard to report that we are on course with our multiyear investments in the development of new water schemes and infrastructure to address the long standing public complaints by many of our communities on the issue of water scarcity.

We believe that as we finalize these programmes in the 2010/11 financial year, many of our communities would have already found relief from the interventions that we have made. As Nkomazi Municipality we remain committed to ensuring that our services are geared towards addressing the needs of our people.

Accordingly I wish to thank council, as well as the Mayoral Committee and the administrative team for their continued support and assistance in ensuring that we succeed in fulfilling our constitutional mandate for the benefit of the people of Nkomazi.

Yours Sincerely,



Cllr. MJ Mavuso
Executive Mayor

Acting Municipal Manager's Statement

One of the fundamental principles of democracy is accountability. This entails transparency in all our daily activities as an institution that is people-driven, people - centered and motivated by service delivery. Quality service delivery is an imperative considering the huge backlog that is being experienced by our immediate community. Our constitutional mandate amongst other things is the provision of clean and running water, sanitation, basic electricity and the promotion of economic development. We are obliged to account not only on what we have done, but also what we intend to do to speed up service delivery.

This Annual report is a collective product which is a manifestation of our noble objective of a better life for all. It is a translation of work done as guided by our IDP. Certainly we have to put more effort to ensure that there is sustainable development in our community. This requires a dedicated, skilled and capacitated work force. It therefore means that we must also invest in our human resource for better and acceptable results.

Without doubt, political support is essential in carrying forward the vision and mission of the Nkomazi Municipality. The political mandate therefore sets the tone and pace of service delivery. It is therefore the responsibility of the management to operationalise the strategic plan into tangible projects and programmes aimed at improving the lives of the people. The consultative structures aimed at facilitating transparency, public participation and development dialogue with communities remains central to our cause. It is

therefore with utmost gratitude to thank these structures for their endless support.

The guidance and oversight role played by Council is sincerely appreciated. The relentless effort of the Mayoral Committee in ensuring that, no stone is left unturned for efficient and effective delivery of services cannot go unnoticed. Thanks graciously to all who share the vision of the Nkomazi people.

In conclusion, I am pleased to present this report with a Qualified Audit Opinion by the Auditor General. For this once again, I must thank the political component of our municipality under the leadership of our Executive Mayor Cllr MJ Mavuso and his entire Executive Committee. My Management team and entire the administration deserve a special recognition and thanks.

The Vision, Mission and strategic direction of Nkomazi Municipality remains on course.

Thank you!



MR Mkhathwa
Acting Municipal Manager

Audit Committee Chairperson's Report

Audit Committee Members

The Audit Committee was appointed on the 01 May 2009 and consists of the members listed hereunder. During the year under review, 5 meetings were held.

Member's name	Number of meetings attended
Mr BT Khoza (Chairperson)	5
Mr MJR Mpai	5
Mr RT Dipone	5

Audit Committee Responsibility

The Audit Committee reports that it has complied with its responsibilities arising from Section 166 (2) – (4) of the MFMA. The Audit Committee also reports that it has adopted appropriate formal terms of reference as its Audit Committee Charter and regulated its affairs in compliance with this Charter, and has attempted to discharge its responsibilities as contained therein. The Audit Committee has addressed itself to the financial statements of the Municipality during the period under review.

The effectiveness of internal control

Whilst the various reports of the Internal Auditors as well as the Audit Reports on the Annual Financial Statements and management letter of the Auditor General indicates that the system of internal control has shortcomings, the Audit Committee has noted the progress being made in this regard, especially in view of the significant and material non-compliance with prescribed policies and procedures that which were reported on during the previous financial year and the resultant qualified audit opinions.

Risk Management

The Municipality has developed and approved a risk management strategy. This strategy is the foundation for a continuous risk assessment process and for management monitoring of risks on an ongoing basis.

Internal Audit

Internal auditing provides a supportive role to management and the Audit Committee to achieve their objectives by assisting in the management of risks within the municipality.

The internal audit Unit is responsible for independent and objective evaluation of the municipality's system of internal control at a detailed

level and to bring any significant business risks and exposure to the attention of management and the committee through the provision of comprehensive internal audit reports.

Aspects requiring specific mention

For the current year, the Auditor-General has rendered a Qualified Audit Opinion on the financial statements due to certain shortcomings in non-performance of biological asset count, record keeping and the failure to provide supporting documentation for certain transactions.

The Audit Committee has taken note of the findings and opinions of the Auditor-General, and is monitoring the steps being taken by management to address each of the issues raised.

Evaluation of Financial Statements

The Audit Committee accepts the conclusions of the Auditor-General on the annual financial statements and is of the opinion that the audited annual financial statements be accepted and read together with the report of the Auditor-General.

Evaluation of Performance Management

The audit committee has reviewed the work undertaken by the municipality where there were differences in the contracts awarded by the municipality and reasonable explanations were obtained. The audit committee is of the opinion that there are still shortcomings and an improvement is to be made in that regard. The audit committee has undertaken to review the progress on the improvements of performance management for the next financial year.

Appreciation

The Audit Committee extends its appreciation to management and the internal audit Unit for their efforts in addressing the issues raised in the previous auditor general's report.

Thank you,



MR BT KHOZA
Chairperson: Audit Committee

OVERVIEW OF THE MUNICIPALITY

MUNICIPAL AREA: BASIC STATISTICS AND FIGURES

Locality

Nkomazi forms part of the eastern section of the Lowveld area of Mpumalanga Province and is located approximately 350km east of Gauteng, and consists of a wedge of land between the Kruger National Park (North), Mozambique (east), Swaziland (south) and Mbombela and Umjindi Municipal areas (West). The Maputo Corridor traverses the area of Nkomazi and has a significant influence on the growth and development of the area. Nkomazi area has excellent potential derived from its central location within the wider region of Mpumalanga, Swaziland, and Northern KwaZulu-Natal. Southern Mozambique and the new Transfrontier Kruger National Park. The new spirit of borderlands cooperation and increasing cross-border interaction has given a unique prominence to Nkomazi, which was previously extremely marginalized. Prominent towns include Malalane, Komatipoort, Hectorspruit, Marloth Park, Kamhlushwa and Kamaqhekeza.

General Background

Geographic Location

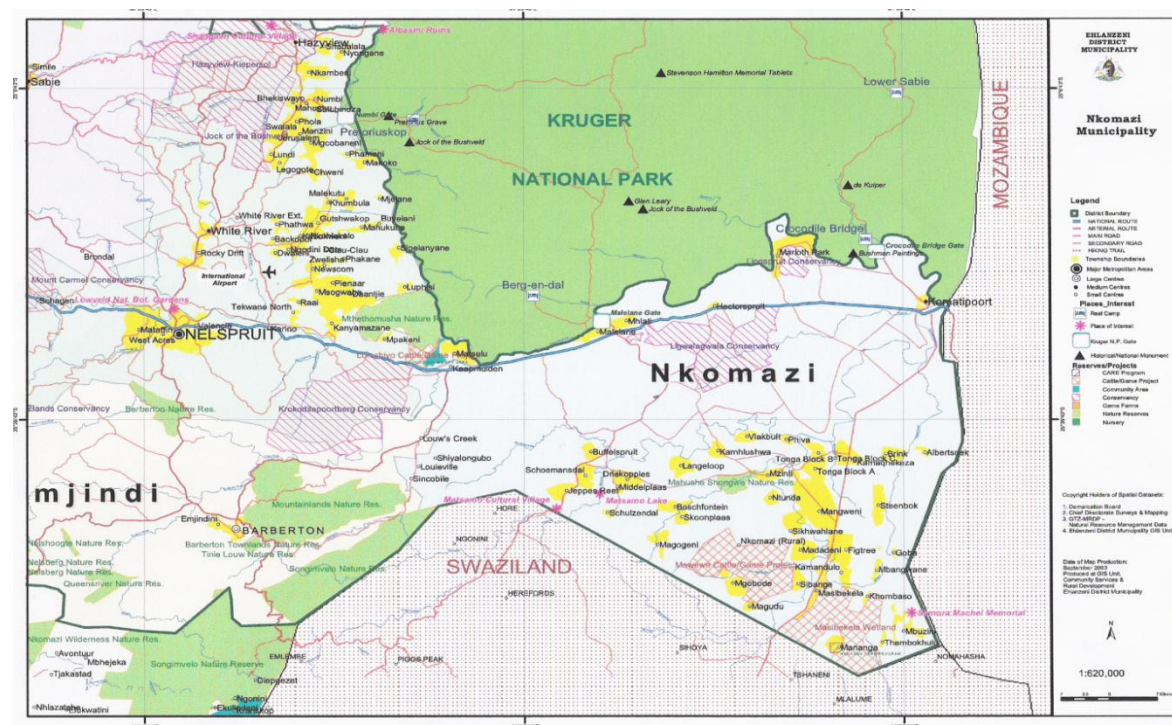


Figure 1: The Nkomazi Municipal area

Main Urban Settlements

The main urban centres are Kaapmuiden, Malalane, Hectorspruit, Marloth Park, Komatipoort, KaMhlushwa, Tonga and KaMaqhekeza.

Tribal Authorities and Accompanying Villages

In addition, the Nkomazi Local Municipality is made out of several villages that are under the control of traditional Authorities.

There are 8 Tribal Authorities and about 43 villages grouped as follow:

- **Mlambo Tribal Authority**
Mbuzini, Emabhidozini, Samora Park, Emacambeni, Mbangwane; Ekusulukeni, Khombaso; Tsambokhulu; Mananga; Masibekela; Mandulo; Mthatha, New Village, and Hlahleya.
- **Hhoyi Tribal Authority**
KaHhoyi (Figtree), Eric'sville and Goba.
- **Siboshwa Tribal Authority**
Part of kaMaqhekeza; Block A (KwaZibukwane); Block B (KwaSibhejane); Block C (Esibayeni); Tonga , Los My Cherry, Ngwenyeni and Dlodluma.
- **Kwa-Lugedlane Tribal Authority**
Mangweni and Steenbok.
- **Mawewe Tribal Authority**
Magudu; Mgobodzi; Madadeni; Sibange; Phakama.
- **Matsamo Tribal Authority**
Jeppes Reef; Schoemansdal; Buffelspruit; Driekoppies; Middleplaas; Schulzendal, Mzinti; Ntunda; Phiva; Mdladla; Phosaville; Langeloo; Ekuphumuleni; Sikhwahlane.
- **Mhlaba Tribal Authority**
Magogeni; Boschfontein; Skoonplaas.
- **Lomshiyo Tribal Authority**
Louieville; Shiyalongubo

MUNICIPAL VISION

“A leading municipality of excellence that empowers the community to prosper through service delivery”

MUNICIPAL MISSION

“To enhance the quality of life of all people in the Nkomazi Local Municipality through a sustainable developmental system of local government and rendering of efficient, effective and affordable services.

MUNICIPAL CORE VALUES

The Nkomazi Local Municipality adopts the following core values that will guide decision-making and the daily behavior of all employees:

- **Fiscal Accountability:** to increase the efficiency of our municipality through fiscal responsibility and prudence
- **Leadership:** in our thinking and in our actions, encouraging individual and team initiatives that exceed expectations, and advocating what we believe in
- **Innovative:** to think broadly and long term; to balance both municipal-wide and local responsibilities; to do more with limited resources
- **Integrity:** to demonstrate honest, quality and sincerity in all of our dealings, upholding only the highest ethical principles, to provide open and transparent communications to create informed opinion
- **Respect:** for the needs of all resident, for all viewpoints, and for the diversity of our community
- **Compassion:** sensitivity to, and meeting the requirements of residents with special needs and interests, and those less fortunate
- **Commitment:** to fulfilling the vision and goals of the municipality
- **Teamwork:** working in full co-operation and spirit of collegiality with staff, council, residents, business and external partners
- **Sustainability:** to contribute to a balanced community, economy and environment, to minimize the footprint of our activities and to do no harm
- **Excellence:** in our service delivery, through a quality workforce, and to show pride in our efforts and the community in which we live and work.

ADDRESS DETAILS

Postal Address	Private Bag X101, Malalane, 1320
Physical Address	9 park Street, Malalane, 1320
Contact Numbers	Tel: (013) 790-0245, Fax: (013) 790-0886
Email Address	nkzmun@mweb.co.za
Municipal Type	Category B (Municipal Structures Act)
Municipal Demarcation Board Code	MP324
Location of Head Office	Malalane
Municipal Area (km ²)	3 219.35
Population (2001)	335 581
Number of Households	85 000
Unemployment rate	49.5%

FULL TIME COUNCILLORS

Cllr MJ Mavuso	Executive Mayor
Cllr NC Hlophe	Speaker
Cllr MT Lubisi	Chief Whip
Cllr MW Mhlanga	MMC: Finance
Cllr MR Vilakazi	MMC: Corporate Services
Cllr GN Mogiba	MMC: Municipal Works
Cllr TS Khoza	MMC: Community Services
Cllr SL Mkhathshwa	MMC: Public Safety

MEMBERS OF PORTFOLIO COMMITTEES

FINANCE

Cllr DL Masilela
Cllr MN Nhlebeya
Cllr LP Sambo
Cllr FN Ngomane
Cllr HQ Manzini
Cllr SQ Themba
Cllr BN Sono
Cllr WH Shongwe
Cllr EB Ndwendwe
Cllr SM Letsoalo
Cllr BD Ngomane

CORPORATE SERVICES

Cllr JN Mpofu
Cllr MR Khoza
Cllr HC Thwala
Cllr FB Vilakazi
Cllr FE Sibitane
Cllr LG Mathonsi
Cllr EM Ngomane

Cllr PP Magagula
Cllr DA Maphanga
Cllr MM Nhlambo

MUNICIPAL WORKS

Cllr LS Masilela
Cllr SN Shabangu
Cllr I Gumede
Cllr BS Makhubela
Cllr BB Malaza
Cllr MT Lubisi
Cllr CD Nkosi
Cllr JM Mogale
Cllr SL Mashaba
Cllr BR Khoza

COMMUNITY SERVICES

Cllr SN Ngcane
Cllr SJ Mashele
Cllr SJ Mabuza
Cllr JM Nkosi
Cllr GR Kubhayi
Cllr NC Hongwane
Cllr GL Ngwenya
Cllr TE Masilela
Cllr G Mahlalela
Cllr SR Silombo

PUBLIC SAFETY

Cllr PRB Nel
Cllr GJ Du Toit
Cllr SN Magagula
Cllr S Mabuza
Cllr TM Muyeni
Cllr PS Zimba
Cllr LT Sithole
Cllr SP Dlamini-Zitha
Cllr LE Madonsela
Cllr KJ Macie

MANAGERS

Mr TB Siboya	Acting Municipal Manager
Mrs SNN Mabaso	Chief Financial Officer
Mr BI Qwabe	Manager Corporate Services
Mr DS Nkosi	Acting Manager Municipal Works
Mr MR Mkhathshwa	Manager Community Services
Mrs A Nortjé	Manager Public Safety

CHAPTER TWO

Performance Highlights

PUBLIC SAFETY DEPARTMENT

DEPARTMENTAL FUNCTIONS

The Public Safety Department renders services in the following sections:

- Traffic control and Traffic safety
- Vehicle registration and licensing
- Disaster Management

KEY PERFORMANCE AREAS

The Department's performance is to be measured against the Local Government Strategic Key Performance Areas:

1. Basic Service Delivery
2. Good Governance and Public Participation
3. Local Economic Development
4. Municipal Financial Viability and Management
5. Municipal Efficiency and Productivity
6. Municipal Institutional development and transformation

KPA 1: BASIC SERVICE DELIVERY

A more effective fire fighting service was established by further decentralizing emergency services. Two LDVs were converted into Rapid Response Vehicles and equipped with rescue equipment. This enabled the department to render services from Malalane, Komatipoort and Mzinti, which reduces response time to incidents

An agreement with Working on Fire was signed, which increased the staff component with regard to structural fire

fighting with 11 fire fighters on contract basis.

A community fire fighting unit was purchased and placed in Kamaqhekeza. This unit is fully equipped with fire fighting foam extinguishers, first aid kit and protective clothing. The unit also contains essentials like food and blankets which can be distributed to trauma victims immediately. Members of the community were trained in basic fire fighting and the operation of the unit.

It was planned to open a customer service centre in Kamhlushwa for vehicle licensing and renewal of driver's licenses. Personnel were trained and the office was prepared. However, the Department of Roads and Transport had a problem with the supplier of the eNatis equipment and this project could not be completed due to this reason. As soon as the equipment becomes available, however, the office is ready to open.

Due to continuous breakdowns of the vehicle testing equipment in Komatipoort, funds were placed in the budget to upgrade the equipment and to construct a turning radius which conforms to SABS standards. The turning radius was completed at a cost of R200 000. The vehicle testing equipment could not be updated as it is to obsolete and no matching spare parts could be obtained. It was therefore resolved to budget for the replacement of the equipment in the 2009/10 financial year.

A street identification project was identified to be launched in Mangweni. The necessary material for the project was purchased and the project is ready to be launched. The project was delayed due to the fact that the Department was waiting for the MMC to provide a date for a community meeting to be held to inform the community of the project and to educate them on how to relay their street addresses to emergency services and SAPS.

The outside area at the Vehicle Testing Station in Malalane was upgraded and entrance and exit routes were paved to create a formal parking area for customers and to have an orderly flow of traffic. The project which was done in phases due to the traffic movement in the area, was done at a cost of R300 000.

The installation of traffic lights at the Naas intersection was identified as a project for the 2008/9 financial year. As this is a National Road, the approval of SANRAL is required before anything can be done. An application was forwarded to SANRAL and after a meeting was held with them, conditional approval was given. The condition stated that the intersection must be designed by a professional engineer and all relevant safety issues must be taken into account. An engineer was appointed and by the end of the financial year, they were almost completed with the design which will be presented to the Department and then to SANRAL on behalf of the municipality.

Due to the poor state of the fence at the vehicle testing station in Malalane, funds were placed on the budget to replace the fence with palisade fencing, to be done in phases. The first phase was completed at a cost of R180 000.

In order to render a more professional service to members of the public, an application for funding was launched with Ehlanzeni District Municipality for the upgrading of the disaster centre. An amount of R500 000 was awarded to Nkomazi of which R350 000 was paid

into the municipality's account. This was used to install a generator which will ensure 24 hr power supply and air conditioning units in the centre. A tender was placed for an electronic incident management system and disaster management system. The tender was referred back however and is in the process of re-advertisement.

A generator was installed at the Malalane Vehicle Testing Centre in order to ensure continuous electricity supply at a cost of R250 000. The Komatipoort BPM office was also supplied with a generator at a cost of R200 000 and as a joint project with the Finance Department, a generator was also installed to supply the BPM and Finance offices with continuous electricity.

Additional furniture was purchased for licensing officers and traffic officers in order to improve the infrastructure of the department.

Backup systems for the traffic lights on the N4 was installed at a cost of R120 000 to ensure continuous electricity supply to the traffic lights during power cuts in order to improve traffic safety.

KPA 2: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Crime Prevention:

The Nkomazi Local MAM was active during the 2008/09 financial year and a total of 5 meetings were held. Assistance was rendered to the Tonga SAPS with regard to direction signs to the station which were purchased by the Department in order to assist members of the public to find the station. These signs are in the process of being placed at present.

Schoemansdal SAPS was assisted by the de-bushing of the area at the Matsamo Plaza and the station was also assisted with the creation of parking space for members of the public.

Komatipoort SAPS was assisted with the de-bushing of Orlando and several Business against Crime meetings were attended.

Offices for CPF structures were allocated in Marloth Park, Malalane and Komatipoort, although these have not yet been occupied.

During the 2008/9 financial year, the following by-laws were developed: By-laws on the regulating of outdoor advertising (these were approved by Council), Community Fire Safety By-laws and Street and Miscellaneous By-laws.

The Local Transport Forum held 4 meetings during the year. Not all scheduled meetings could be held due to unavailability of stake holders. All regional Transport Forum Meetings were attended.

In order to meet the budgeted income of the Department, targets were set for traffic officers to ensure that constant monitoring of traffic is done and the budget is met. The following targets were set:

Set target	Achieved
48 roadblocks	64 roadblocks
12 000 vehicles checked	29 100 vehicles checked
12 000 driver's licenses checked	29 100 licenses checked

A fully functional control room was created and personnel were appointed and trained to handle all emergencies as well as service delivery complaints.

KPA 3: LOCAL ECONOMIC DEVELOPMENT

Expenditure on the budget was controlled and apart from two projects which are still in process, namely the traffic lights at Naas and the Integrated Transport Plan, the capital budget were spent in total.

Invoices for advertisement signs were sent out advertisers and new by-laws were approved by Council.

KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Expenditure on the budget was controlled and apart from two projects which are still in process, namely the traffic light at Naas and the Integrated Transport Plan, the capital budget was spent in total. Invoices for advertisement signs were sent out to advertisers in terms of new by-laws on outdoor advertising which were approved by council.

KPA 5: MUNICIPAL EFFICIENCY AND PRODUCTIVITY

In order to manage the time frames for the investigation of complaints, a complaint register was opened. This enabled the department to ensure that complaints are attended to promptly and that the necessary feedback on findings is given through to the complainant.

In order to meet the budgeted income of the Department, targets were set for traffic officers to ensure that constant monitoring of traffic is done and the budget is met. The following targets were set:

Set target: roadblocks 64 conducted, 12 000 driver's licenses checked 29 100 license discs checked.

A fully functional control room was created and personnel were appointed and trained to handle all emergencies as well as service delivery complaints.

KPA 6: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

Personnel were trained in terms of the submitted skills development plan of the department. The following training was done:

1 Examiner of driver's licenses was trained
All licensing officers underwent eNatis training
Control room personnel was trained
All traffic officers were trained in advance driving
1 Management Representative was trained.

All departments were requested to submit the names of fire marshals to the department for training. Only Community Services and Finance Department responded and the persons nominated by them were trained in basic fire fighting and evacuation procedures.

Evacuation plans were developed for all major centers of the municipality.

It was planned to train councilors and other officials on basic fire fighting but due to the lack of personnel, the Department could not do this.

The living conditions of personnel on standby were improved by building braai areas at standby quarters in Malalane, Marloth Park and Komatipoort. The bathrooms of the standby quarters in Komatipoort were also upgraded.

An additional pro-laser speed measuring device was purchased in order to enable traffic officers to perform their duties. This was done at an amount of R91 550 which was approved during the budget adjustment.

In order to manage the time frames for the investigation of complaints, a complaint register was opened. This enabled the department to ensure that complaints are attended to promptly and that the necessary feedback on findings is given through to the complainant.

Challenges experienced by department

The department was once again under stress due to lack of staff. However, all sections pulled together in order to achieve results. The rendering of after hour's emergency services was one of the major challenges the department faced with officers exceeding the maximum hours of overtime and officers sometimes in the fire season working 24 hours.

The lack of sufficient traffic officers also posed a problem as residents in all villages requested traffic control but with 4 full time traffic officers this was not possible. Services were rendered however, as widely as possible.

Conclusion

In spite of the above challenges, the department succeeded in completing the projects reflected on the Service Delivery and Budget Implementation Plan except for the two projects mentioned which were still in progress and the end of the financial year.

COMMUNITY SERVICES DEPARTMENT

DEPARTMENTAL FUNCTIONS

- HIV/AIDS Management
- Waste management
- Local Economic Development
- Tourism, Arts and Culture
- Nature Conservation
- Community Development

KEY PERFORMANCE AREAS

The performance of the Department is measured against the performance areas as identified and approved by Council, namely:

1. Basic Service Delivery
2. Good Governance and public participation
3. Local Economic Development
4. Municipal Financial Viability and Management
5. Municipal Efficiency and Productivity
6. Municipal Institutional Development and transformation

KPA 1: BASIC SERVICE DELIVERY

Integrated waste management plan approved by Council and waiting for the Municipality to conduct public participation. Two compactors and one 4 tone truck procured, thirty one permanent and eight temporary refuse removal personnel appointed to extend the services to six more villages in 2009.

By –law on waste management is to be approved by council, awaiting comments from provincial Department. Application for MIG funding for the Steenbok landfill site has been made and DPLG approved R5 000 000.00 to be implemented as of 01 -07 -2009

One TLB, one Tipper truck and three refuse trucks procured and delivered, there is still a need for two compactors, one TLB, one tipper truck and three refuse trucks to extend the service to the remaining villages and to reach 70% coverage on refuse collection.

39 schools participated in the cleanest school competitions; the programme is mainly to raise

environmental awareness, friendly effective waste management.

R600 000 has been won from the cleanest town competition.

Malelane Clinic started with ARV (Anti Retro Viral) adherence classes.

All Municipality clinics initiated dual therapy on PMTCT (Prevention of Mother to Child Transmission). De-stigmatization of HIV/AIDS and revival of positive living. Five events were held at Malelane clinic with success. OSD (Occupational Service Dispensation) paid to all staff entitled though their salaries are not yet adjusted.

There is a Lack of mobile clinics for the areas that do not have health facilities. This is a challenge that makes it impossible for department to control communicable diseases and lot of clients default their treatment due to distance.

KPA 2: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Successfully participated in the Inter-Municipal Games in 2008. A need to include other sport codes has been identified and to be increased in the 2009 Inter Municipal Games. Rugby, Soccer, Basket Ball and lawn tennis Workshops were identified.

Upgrading of Driekoppies stadium has been completed. Kamhlushwa stadium is on its first phase of upgrading and renovation. The Municipality partnered with TSB to host the Selati super cup as part of community Development, The Mayoral Cup Tournament was hosted for the first time in December 2008 as part of developing football talent in Nkomazi.

The Department received a trophy as an award for participating in the street football soccer Tournament. The Municipality successfully participated in the SALGA Games. Sports committees were established. 8443 trees were distributed to communities for the greening programme. The department hosted the Regional Arbor event.

The department received R320 000 for ICT from Department of Culture Sports and recreation for the

implementation of ICT plan in Libraries. R303 000 received from Department of Culture Sports and Recreation to purchase books for the libraries.

Komatipoort Tourism Information Centre is under construction, project employed 20 local people and 08 sent for skills development. Emtfuntini cultural village is under construction and the project employed 10 local people.

Three permanent Tourism officers employed to assist in the local touring areas.

KPA 3: LOCAL ECONOMIC DEVELOPMENT

Draft LED strategy is in place and waiting to be approved by Council. Lusito Bakery completed and handed over to beneficiaries, however the beneficiaries are unable to manage the bakery appropriately as it has collapsed.

Mangweni Cultural Centre handed over to beneficiaries. The challenge is that there is no budget for the beneficiaries to buy equipment and material for the project. Mpumalanga Tourism and Parks Agency and Mpumalanga Economic Growth Agency have been identified to help in funding the project.

Permits for identified hawking areas issued for formal and informal business.

KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT.

Anti- Pouching strategies successfully implemented through patrolling, making arrests and removing snakes, though there is still shortage of patrolling vehicle. Two field rangers employed and waiting to be trained.

Data collection done for effective game management and to implement the new data collection system. Marloth Park and Lionspruit fall within the red line area and it makes it impossible for the Municipality to sell game, a plan to renovate and register the Marloth Park Abattoir for game selling has been developed.

There is an increase and rapid growth of invader plants, therefore a need for funding to control these plants has been identified either by getting a service provider to be appointed for a specific period or appoint permanent staff for the control of invader

plants. Soil erosion is also a problem at Marloth Park and Lionspruit, implementation of the sickle bush control programme has been identified.

KPA 6: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

Draft HIV/AIDS strategy and implementation plan available and waiting to be approved by Council. Municipality received two Volunteers from America to assist in the Development of possible programmes for the reduction of HIV/AIDS.

Municipality won five (5) certificates during its participation in the 3rd Mpumalanga AIDS Council Lekgotla for effective management of HIV/AIDS. Namely: certificate and a trophy in Civil Society Mobilization, Certificate in inter Governmental relations, Certificate in support for Home Based Care and a Certificate in the best Performing Local AIDS Council.

The department managed to help two learners in facilitating the process for surgical assistance and donation for school uniform with a success. The department also hosted a District AIDS Conference, donated 150 school uniforms and food parcels to learners in need.

The department successfully developed an sms system for people to send messages for information/service and assistance as part of localizing the management of HIV/AIDS. A Wendy house was procured as a store room and a resource centre for HIV/AIDS (IEC) Information, Education and Communication material.

Local AIDS Council t-shirts were procured as part of visibility and marketing of the AIDS Council. The 16 days of Activism event integrated with HIV/AIDS programmes was held with a success in December 2008 at Kamaqhekeza. Quarterly Local AIDS Council meetings and four ad-hoc meetings were held with success.

A gazebo tent was procured as a mobile VCT tent with the aim of reaching all communities through VCT (Voluntary Counseling and Testing) outreach programme. Eighteen condo-trainers were procured and installed in the local High transmission areas and few public places and more will be purchased in 2009 for condom accessibility to the public. The AIDS Council exhibited in all events held in Nkomazi and two AIDS Council exhibition tents will

be procured in 2009. The department represented the Municipality in the ICASA (international Conference on AIDS and STIs in Africa) held in Senegal, Dakar and a full report was tabled to Council for noting it. The department supported the District World AIDS day celebration held in December 2008.

The department fully supported two schools in developing their school HIV/AIDS programmes. The department participated in the clinic competitions assisting the Department of Health to identify the best clinic in HIV/AIDS management. Municipality will buy a floating trophy in 2009 for the best clinic on HIV/AIDS management.

Challenges

The department of Community Services was faced with some challenges during this financial year. The extension of waste removal services to other villages was a great challenge because of staff shortage as well as equipments.

The control of alien invasive plants also remains a challenge in the department because of lack of necessary control measures and programs. The insufficient budget for implementing HIV/AIDS programs was one of the challenges experienced during this financial year. Nevertheless, the department has tried to meet its target with the limited resources that we have.

CORPORATE SERVICES DEPARTMENT

DEPARTMENTAL FUNCTIONS

Corporate Services Department consists of four sections, but currently only three sections that are functional. These are Human Resource Section, Administration Section and Legal Section. Information Technology section is not yet functional. The office on the Executive Mayor, Office of the Speaker and Chief Whip also fall under this Department.

KEY PERFORMANCE AREAS

The performance of the Department is measured against the performance areas as identified and approved by Council, namely:

1. Basic Service Delivery
2. Good Governance and public participation
3. Local Economic Development
4. Municipal Financial Viability and Management
5. Municipal Efficiency and Productivity
6. Municipal Institutional Development and transformation

KPA 1: BASIC SERVICE DELIVERY

The five year IDP 2008/2012 was approved by Council on 28 June 2008, which will be derived annually before the end of each financial year.

KPA 2: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

- Six Portfolio Committee meetings have been held
- Fourteen Mayoral Committee meetings have been held, including Special Meeting
- Fifteen Council meetings have been held, including Special meeting
- 30 Ward Committees have been established and are fully functional though there are still some challenges
- 42 CDW's were appointed and are working with Councillors; they have been accommodated in our offices except 2 wards.

PUBLIC PARTICIPATION MEETINGS

- Sixteen IDP/Budget consultative meetings were held in various wards
- Summit for people with disabilities was held on 11 and 12 August 2008
- IDP process plan for 2008/09 was approved by Council 26 August 2008
- Youth Indaba held in June 2009.

KPA 3: LOCAL ECONOMIC DEVELOPMENT

Supported Local Development and Economy through the approval of policies by Council

KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

- 9 Monthly budget statement and financial reports were tabled to Mayoral Committee Council Meeting, as required by the MFMS 56 of 2003
- Procurement of goods and services were done as required by the supply chain management policy

KPA 5: MUNICIPAL EFFICIENCY AND PRODUCTIVITY

Maintenance of buildings and telephone system were issues indicated in this regard, however maintenance of buildings is under infrastructure and development. Telephone system has been

effectively and efficiency management. The system which is currently used is not effective

KPA 6: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

- New organogram has been approved by Council on the 28th of May 2009
- 89 Personnel were appointed from July 2008 to August 2009

Nkomazi Municipality has won the best SDF in the Province and got a cheque of R15 000.00 and a trophy

EQUITY STRUCTURE

The equity structure within this Municipality as at 31/08/2009

TOTAL EMPLOYEES		636
DESCRIPTION	AMOUNT	%
GENDER		
Total male	527	82.86%
Total Female	103	16.20%
Disabled	6	0.94
EQUITY		
Total Black Male	517	81.29%
Total White male	10	1.57%
Black Female	96	15.09%
White Female	13	2.04%
Coloured Male	0	0%
Coloured Female	0	0%
Total Black	612	96.22%
Total White	24	3.77%
Total Coloured	0	0%

TOP MANAGEMENT: SECTION 57		7
DESCRIPTION	AMOUNT	%
GENDER		
Total male	5	71.42%
Total Female	2	28.57%

MANAGEMENT POST LEVEL 1-4		34
DESCRIPTION	AMOUNT	%
GENDER		
Total male	32	94.17%
Total Female	2	5.83%
Total Black male	28	76.47%
Total White male	4	17.65%
Total Black female	2	5.88%
Total White Female	0	0%
Total Black	30	82.35%
Total White	4	17.65
Other	0	0%
MIDDLE MANAGEMENT POST LEVEL 5-8		70
DESCRIPTION	AMOUNT	%
GENDER		
Total male	35	50.00%
Total Female	35	50.00%
Total Black male	27	38.57%
Total White male	8	11.43%
Total Black female	19	22.86%
Total White female	16	16.98%
Total Coloured	0	0%
Total Black	46	65.71%
Total White	24	34.29
Other	0	0%

TOTAL EMPLOYEES POST LEVEL 9-16		525
DESCRIPTION	AMOUNT	%
GENDER		
Total male	460	87.52%
Total Female	65	12.48%
Total Black male	460	87.52%
Total White male	0	0%
Total Black female	65	12.48%
Total White female	0	0%
Total Coloured	0	0%
Total Black	525	100%
Total White	0	0%
Other	0	0%

The following policies were approved by Council during the financial 2008/09

1. Leave Policy – 26 August 2008
2. Policy for people living with disability – 26 August 2008
3. Occupational Health and Safety Policy – 03 March 2009
4. Integration of DWAF staff and Nkomazi Municipality-DWAF memorandum of Agreement was approved by Council on the 1st of December 2008
5. Annual report for 2007/08 was approved by Council on the 30th of January 2008

Local Labour Forum (LLF) is functional and six Local Labour Forum meetings were held since July 2008 to June 2009

6. Delegation of powers approved by Council on the 20th of May 2009

A. INTERNAL AUDIT UNIT

- Internal Audit Unit has been established and is functional
- It has two officials, the Manager: Internal Audit and the Assistant Internal Auditor

- Internal Audit Charter, Internal Audit Methodology, and Annual Operational Internal Audit Plan have been compiled and approved
- All planned audits were completed and finalized on time

B. AUDIT COMMITTEE

- New Audit Committee has been appointed on the 04th of May 2009, and is functional

C. TRAINING

Eighteen Trainings were conducted from May 2008 up until today
The trainings are as follows:-

Name of Training	People Attended	Service Provider
Executive Leadership Development Programme (MLDP)	5 Councillors	University of Pretoria
Project Management Introduction	Full time Councillors and Section 57 (19)	DBSA (Vulindlela Academy)
Induction	Newly employed staff	Internal
LED	All Councillors (60) and officials (2)	DBSA (Vulindlela Academy)
Monitoring and Evaluation	Full time Councillors and Section 57 and the Audit Committee	DBSA
IDP	All Councillors (60) and 2 Officials	DBSA
Induction	Newly employed Staff	Internal
Plumbing	Water Section Staff (10)	FET College
Contract Management for Supply Chain Management Practitioner	Supply Chain Staff (4)	Department of Finance
Leadership and Supervisor	Supervisors and Foreman (40)	
Computer	Sectional Heads and managers (25)	Creative minds
Executive Secretary, Personal Assistant and Office Managers	Secretary to the CFO (1)	Princely Knowledge Consulting (JHB)
Policy Making	Officials (20)	DBSA
Plant Operators	Water Section (120 staff)	Sinethemba and Shando Kandaba
Secretarial and PA and all Admin Clerk	All Department (4 staff)	Ehlanzeni District Municipality
Computer Training	Officials (10)	Creative Minds
Communication	Communications' officials (2)	
GAPS	Finance Department (3 officials)	National Treasury
Municipal Finance Management	Corporate and Finance (2 officials)	LGSETA

FINANCE DEPARTMENT

STRATEGIC PLAN

The main strategic goal of the Finance Department is:

TO MANAGE FINANCIAL RESOURCES AND ASSETS OF THE MUNICIPALITY

DEPARTMENTAL FUNCTIONS

- ✓ Financial Management
 1. Compilation of Budget & Adjustment Budget
 2. Manage & Improve Revenue collection
 3. Credit Control & Debtor Management
 4. Cash Flow Management
- ✓ Financial Accounting
 1. Compile Annual Financial Statements
 2. Financial Reporting & Expenditure Management
 3. Administration of Payroll
 4. Management of Assets
- ✓ Supply Chain Management
- ✓ Staff Management

KEY PERFORMANCE AREAS

The performance of the Department is measured against the performance areas as identified and approved by Council, namely:

1. Basic Service Delivery
2. Good Governance and public participation
3. Local Economic Development
4. Municipal Financial Viability and Management
5. Municipal Efficiency and Productivity
6. Municipal Institutional Development and transformation

KPA 1: BASIC SERVICE DELIVERY & KPA 2: GOOD GOVERNANCE & PUBLIC PARTICIPATION

■ FINANCIAL MANAGEMENT 1. Budget Management

Achievements

- The Time Schedule of key deadlines and Budget & Treasury Steering Committee Meetings were tabled and adopted by Council.
- Revenue projections for next 3 years for all departments tabled to Council and approved.
- All budget related policies and Financial Plan were approved by Council.
- Budget document prepared and consolidated and were made available to the Budget & Treasury steering committee
- The 3 year draft budget adopted by Council
- The Adjustment budget adopted by Council by June 2009.
- The Draft budget was advertised available for public
- A total of 14 consultation meetings conducted with the community about the budget.
- 2009/10 Budget was approved by Council in June 2009.
- The cost analysis was done for the last quarter of the current financial year that informed the preparation of the final adjustment budget

KPA 4: MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT

REVENUE MANAGEMENT

Achievements

- Council approved to outsource recreational facilities in Marloth Park and Komatipoort
- Service provider to implement the cost recovery project
- Financial Reports submitted and approved by Council
- Tariff fees reviewed
- Council houses to be alienated have been identified
- Municipal Property Rates Policy approved by Council
- Kamhlushwa, and Tonga Village has been finalized with the tenure upgrade. Schoemansdal finalized. Kamaqhekeza still in process.
- Reviewed Indigent policy approved by Council.
- Property Rates By-Law adopted by Council
- Tenders were adjudicated and awarded. A total of 24 tenders were awarded.
- Valuar appointed for the implementation of the MPRA
- Revenue collected as at end of June 2009 for Rates and services is R89,518,966.52
- Debtors as at end of June 2009 were R20,782,688.82

Challenges

- Although council houses to be alienated have been identified, the economy does not favour the selling of the properties now, the municipality must wait until the economy is ripe
- Lack of proper billing of all revenue potential villages although, all these are to be identified and billing implemented in these villages.
- Larger population stays in the communal land where they don't have title deeds therefore there must be a speeding up of the land tenure upgrade application for other areas that have potential of revenue collection so that property rates can be implemented in rural areas.

- Determination of rates/tariffs on communal land where there is potential revenue collection has been difficult but a nominal rate will be charged in areas where there is potential revenue collection. Speeding up of the land tenure upgrade for these areas will assist
- The Inaccuracies of property values, and objections submitted by rate payers has impaired the proper implementation of the MPRA
- Development of indigent register will require Data to be collected with CWD's for villages in Nkomazi area and workshops to be conducted for Councillors and officials on the policy

KPA 5: MUNICIPAL EFFICIENCY AND PRODUCTIVITY

FINANCIAL ACCOUNTING

This function comprises Financial Reporting and Expenditure Management, Annual Financial Statements, Cash Flow Management, Debtor Management & Creditors, Debt Recovery Strategy, Administration of Payroll & Salaries

Achievements

- Monthly reports submitted to all relevant stakeholders, Provincial and National Treasury
- Implementation plan on GRAP conversion compiled and submitted to Provincial Treasury Annual Performance Report finalized
- Financial statements for 2007/08 were converted from IMFO to GRAP
- Monthly Financial Reporting done as well as reports on Service Delivery and Budget Implementation Plan and Cash Flow and Staff Benefits report.
- Report on Service Delivery and Budget Implementation Plan submitted monthly
- Bank statement reconciled on monthly basis
- Annual Cash Flow document prepared and approved together with the budget and revised quarterly
- Creditors have been paid within 30 days of receipt of an invoice.

- Compiled with and implemented the Credit Control and Debt Collection Policy

Challenges

- Tracking and tracing of debtors without address but the function will be outsourced.

KPA 3: LOCAL ECONOMIC DEVELOPMENT

▪ SUPPLY CHAIN MANAGEMENT

Achievements

Conducted Market & Commodity Analysis that informed the budget

- Supplier Database updated and available
- Tenders are evaluated /Adjudicated on continuous basis and reported to Council
- The Reviewed Supply Chain Management Policy was submitted and approved by Council
- Movable Asset register compiled
- Assets to be disposed identified
- Asset Register finalized, only the recognition of assets outstanding in terms of GRAP and PPE
- Asset Management and Disposal Policy Reviewed and found to be applicable

Challenges

- Capacity to develop the Inventory Management policy, therefore it will be outsourced to external service provider to take into account the GRAP reporting and implementation
- 3 year Asset Management Plan not yet developed due to the fact that Asset Register in terms of the GRAP on PPE not finalized but it will be expedited after the submission of AFS and AG.
- Although the asset register has been compiled the Infrastructure asset register must still be converted to comply with GRAP. This will be achieved through Integration of the BAUD system and the BIQ system in order to reconcile the General Ledger on assets with the Asset register
- Difficulty in getting 3 quotes for Auctioneers to implement the Disposal of Assets as it is recommended that 2 are to be used.

KPA 6: MUNICIPAL INSTITUTIONAL DEVELOPMENT & TRANSFORMATION

▪ STAFF MANAGEMENT

- All vacant critical posts advertised.
- Secretary of the Chief Financial Officer, Accountant Expenditure, Income Clerk, Procurement Clerk, Creditors Clerk Senior Salaries Clerk, and Assistant Salaries Clerk posts filled.

MUNICIPAL WORKS DEPARTMENT

SECTION A: DEPARTMENTAL OVERVIEW

The Municipal Works Department comprises of four Sub-Directorates (each with numerous sections), namely:

- *Water and Sanitation Services;*
- *Roads and Storm-water Services;*
- *Electrical Services; and*
- *Project Management Unit (PMU).*

KEY PERFORMANCE AREAS

The performance of the Department is measured against the performance areas as identified and approved by Council, namely:

7. Basic Service Delivery
8. Good Governance and public participation
9. Local Economic Development
10. Municipal Financial Viability and Management
11. Municipal Efficiency and Productivity
12. Municipal Institutional Development and transformation

KPA 1: BASIC SERVICES &

The water and sanitation services section of the department is concerned with the following key development objectives/goals:

- To improve the access to basic services and infrastructure of all households in the municipal area.
- To provide an efficient and effective Water and Sanitation Function.
- Provide all customers with adequate, quality and affordable water in a cost-effective manner.
- Provide sufficient water-borne sewage system for the urban areas and VIP toilets for the rural villages.
- To ensure and facilitate the adequate provision of infrastructure for housing and other development initiatives.
- To facilitate good governance and public participation in all projects to be implemented.

KPA 2 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

The roads and storm-water services section of the department is concerned with the following key development objectives/goals:

- To improve the access to basic services and infrastructure of all households in the municipal area.
- To render an efficient and effective Roads and Storm-water function.
- To ensure adequate provision of infrastructure for housing and other development initiatives.

KPA 3: LOCAL ECONOMIC DEVELOPMENT

- To manage the repairs and maintenance of all municipal buildings.
- To provide safe and quality roads and storm-water network.
- To facilitate good governance and public participation in all projects to be implemented.

KPA 4: FINANCIAL VIABILITY AND MANAGEMENT

The electrical services section of the department is concerned with the following key development objectives/goals:

- To improve the access to basic services and infrastructure of all households in the municipal area.
- To eliminate electricity bag-loops within the municipal area.
- To prevent break-downs by maintaining networks and infrastructure.
- To replace redundant over-headlines to ensure cost effectiveness, sustainability and safety.

KPA 5: INSTITUTIONAL DEVELOPMENT

- To ensure access to power for all before the year 2014.
- To render an efficient and fact effective electrical service.
- To facilitate the repairs and maintenance of street lights to the required standards.
- To facilitate good governance and public participation in all projects to be implemented.
- To create safe and sustainable electrical infrastructure.

The PMU section of the department is concerned with the following key development objectives/goals:

KPA 6: MUNICIPAL EFFECIENCY AND PRODUCTIVITY:

- To render an efficient and effective Project Management Unit.
- To manage its financial affairs through project management
- To facilitate good governance and public participation in all projects to be implemented.

The 2008/2009 MIG allocation was R64, 136,000.

This report sets out to show the level of usage of the MIG funds in the year 2008/2009 and also to show the impact of the funding on the community as the beneficiaries.

Background

Since the establishment of the PMU section in mid 2007, the MIG expenditure showed marked improvement.

The table below shows the MIG expenditure performance in the last 3 years.

	2006/07	2007/08	2008/09
MIG Budget	R44,401,000	R76,719,000 (Revised)	R64,136,000
Expenditure	R21,746,890 (49%)	R76,719,000 (100%)	R64,136,000 (100%)

Progress to date

The progress on Project implementation is summarized below. Projects completion was affected in some instances by lack of capacity of service providers but the PMU addressed these challenges in order to complete the projects. Projects were implemented within the MIG

framework. Consulting engineers were used for the design and supervision of the projects, and only CIDB registered Contractors were used in the construction process and the Municipality monitored the service providers during implementation.

The projects had local community involvement in the following manner:

- A Community Liaison Officer (CLO) was employed and involved in all projects
- The Councilors for the particular area was actively involved in the Project Steering
- Committee and was represented at meetings by the CLO
- Local labour was employed for project implementation

Expenditure Details

The Table below shows the monthly expenditure from April 2008 to March 2009. Expenditure on PMU salaries, and office equipment was also taken from the MIG allocation.

Monthly MIG Expenditure

Month	Total Monthly Payments
April	R 8,391,380.65
May	R 10,321,168.64
June	R 9,261,546.87
July	R 7,462,802.00
August	R 5,023,615.98
September	R 3,791,710.12
October	R 3,247,543.85
November	R 1,961,986.23
December	0
January	R 2,384,044.00
February	R 3,994,678.60
March	R 3,399,180.64
Add PMU costs (5%)	R 3,206,800
TOTAL	R62,446,457.58 (97.4% by March 2009)

NB: The 100% expenditure of the MIG allocation was reached by May 2009.

The following schedules show the extracts from the 2008/09 PMU Business Plan and the actual expenditure and status of projects executed in the 2008/09 financial year. **The expenditure shown is at 31st March 2009 while the physical progress is the actual current progress as at 31st July 2009.**

EXTRACT FROM 2008/2009 PMU BUSINESS PLAN

Project Title	2008/2009	2009/2010	2010/2011	Remarks
Masibekela WTW	9,000,000	23,000,000		EDM funded (R10,000,000) 2008/09
Masibekela: Link pipeline to WTW		7,500,000		
Tonga East T/ Works - NAAS	9,352,203.6			Roll over project from 07/08
Tonga WTW Phase 1A and Phase 1B	5,948,600	21, 000,000	30,000,000	Roll over project from 07/08
Tonga B North Reservoir + Bulk	1,955,980			Roll over project from 07/08
Mangweni Bulk Supply	814,958			Roll over project from 07/08
Jeppes Reef Reservoir	2,921,253			Roll over project from 07/08
Nyathi Treatment Works	27,814,605			Roll over project from 07/08
Mzinti – Mahhushe Water Supply	704,000			Roll over project from 07/08
Sibange Bulk		3,000,000		
Masibekela: Pipeline to Khombaso reservoir			16,900,000	
Masibekela: Pipeline to Thambokhulu			14,000,000	
Thambokhulu Reservoir			6,000,000	
Masibekela/Thambokhulu to Mbuzini pipeline			2,000,000	
Masibekela/Thambokhulu booster to Mbuzini			3,500,000	
Hoyi Reservoir			5,000,000	
SUB-TOTAL	49,511,600	55,500,000	77,400,000	
Mafambisa Reticulation		7,410,000		
Mbekisburg Reticulation		3,000,000		
Mbuzini Reticulation		1,500,000		
Sibange Reticulation		2,000,000		
Ntunda Reticulation + Bulk			3,000,000	
Magogeni water reticulation		2,000,000		
Middelplaas water reticulation		2,000,000		
Middleplaas water Reticulation				
SUB – TOTAL		17,910,000	3,000,000	

Projects prioritized 2008/09	<u>49,511,600</u>			
	<u>20,417,600</u>			
	<u>69,929,200</u>	<u>72,410,00</u>	<u>80,400,000</u>	
GRAND TOTAL				
	64,136,000	75,078,000	84,400,000	
	<u>3,206,800</u>	<u>3,753,900</u>	<u>4,245,000</u>	
MIG Allocation	<u>60,929,200</u>			
Less PMU Costs (5%)	9,000,000			
Sub Total	<u>69,929,000</u>	<u>72,410,00</u>	<u>80,400,00</u>	
Add EDM MIG Allocation				
Available for Projects				

Name of the project	Project Description	Capacity	People employed	Approved Budget	Cumulative Expenditure R	Physical progress (June 2009)	Notes
Tonga East T/Works: Naas	New WTW	6ML water treatment plant	30	23,061,362.00	18,373,887	Commissioning stage (90%)	Delays by service provider due to foundation material
Tonga Treatment works: phase I A	Raw water pipeline and pumps	500mmØ of 1,3km and new pumps	23	10,334,000.00	8,449,115.26	Pumps and pipe all in place. (80%)	Rock excavation & Crossing a main road
Masibekela WTW	New WTW	7ML/day	51	33,085,137	12,899,692	Construction in progress (60%)	Transferred from Ehlanzeni DM to Nkomazi in 2008/09
Nyathi Treatment Plant	New WTW & pipeline	6m ³ /day	30	36,946,882,45	11,931,626.03	Construction In progress (60%)	Project delayed by lack of drawings of existing plant.
Jeeps Reef Reservoir	Construction of a reservoir.	5ML reservoir	30	7,400,000.00	5,657,377.02	Reservoir complete. Pipe-work still outstanding (95%)	Project delayed by service provider
Aniva Upgrading	Reticulation pipeline	75mmx6084m 110mmx1296m 160mmx1608m 200mmx438m	10	2.000.000	1,657,750.87	Complete.	Continuous increase of the population
Schuzendale	Reticulation pipeline	110mmx594m 75mmx704m	05	1,000,000.00	834,659.15	Complete	Lack of Drawings of existing services
Boschfontein Upgrading	Reticulation pipeline	75mmx5154m 110mmx1830m	12	1,330,000.00	1,175,406.18	complete	Lack of Drawings of existing services

		160mmx996m					
Buffelspruit Reticulation	Reticulation pipeline	75mmx500m; 90mmx500m 110mmx1660m	15	4,000,000	3,109,232.62	Complete	Lack of Drawings of existing services
Name of the project	Project Description	Capacity	People employed	Approved Budget	Total Expenditure	Physical progress (June 2009)	Notes
Mangweni Bulk Supply	Upgrading the Bulk line	315 mm Ø x1km pipeline	25	1,500,000.00	657,350.79	90%	Delays due to Engineer who had to be replaced
Tonga Bulk Line Rehabilitation	Repairs & Removal of illegal connections	8,2km of 500mm diameter pipeline	15	3,000,000.00	3,000,000	Complete	Scope of work altered from elevated tanks to 10 ground chambers.
Tonga B North Reservoir	Construction of a reservoir	1,8Ml	39	3,009,029.43	2,961,799.33	Complete	
Mzinti Bulk	Bulk line & 110KL elevated tank	Bulk line & 110 KL Tank	12	1,578,947	991,532.51	Complete	Project delayed by service provider.
Agriwane	Reticulation pipeline	75mmx11,263m 90mmx1,451m 110mmx759m	14	4,500,000	1,163,008.48	Complete	Lack of Drawings of existing services
Ring roads (roll –over)	Construction of bus routes		102	28,000,000	28,000,000	Complete	Roll over from 2007/08

Monitoring

- Technical Monitoring for quality and performance to specifications was carried out by the Consulting Engineer who had been employed to manage the specific project. The Municipality however attended progress review meetings to ensure that the project was on track and performance was according to agreement by all service providers.
- Financial monitoring was carried out through expenditure tracking of Payment Certificates. Any indications of extra funding requirements would be picked up while the project was still ongoing in order to arrest any major variations.
- The PMU facilitated the progress of construction by recommending the sub –contracting of certain phases of the project where the main contractor clearly showed lack of technical expertise. This was done in order to save the project from complete failure.

Results & Benefits

The Municipality has a data collection section which enters all the data related to specific projects. The broad outcomes and outputs as defined in the IDP document are:

Priority Issue	Objective	Measure		Target	Date
		Output	Outcome		
Water Infrastructure	Provide adequate, affordable water in a cost effective manner	Consumers provided	Consumers with access	80% of households	30 June 2012
		Consumers paying	Revenue collected	100% of households	
Sanitation	Provide waterborne sewer for urban and VIP for rural	Households connected	Households with Access	100% of households	30 June 2012
		Households with VIP toilets	Households with Access	80% of households	
Roads & storm water	Provide safe and quality roads and Storm water Network	Kilometers tarred/ upgraded with Storm water Drains	Improved mobility And safe roads	80% of households	30 June 2012
		Kilometers of access streets with storm water drains	Improved mobility and safe roads in settlements	90 % of all routes within settlements	30 June 2012

An Annual Review of the IDP is carried out with a view to continuously address new challenges that may have arisen and also to review the current position. A Comprehensive Infrastructure Plan (CIP) document has been completed and the Municipality intends to approach the infrastructure mindful of the CIP document.

Conclusions

The major success of the program is that the strategic issues identified in the Nkomazi Local Municipality IDP are being tackled. The way and direction has been set and the

provision of service is improving. Past constraints of delays have been overcome through forward planning and commitments. However the issue of maintenance of the installed infrastructure shall now form a new focus area. The Municipality also intends to address the issue of sustainability of the

water infrastructure through the engagement of a service provider who shall ensure compliance with the by-laws of the Municipality.

Lessons Learnt & Recommendations

The implementation of the MIG projects on time requires continuous funding from MIG. The Backlogs are still huge and require

substantial financial commitments to be overcome.

The recommendations are that the programme be fully supported by MIG as it is indeed making significant impact in the provision of infrastructure services. However more focus shall now be made on Operation and Maintenance of the infrastructure to ensure sustainability.

SECTION- C: BACK-LOGS AND CHALLENGES WITHIN THE NKOMAZI MUNICIPAL AREA

Services	Population	Backlog
Water	±300 000	± R350,000,000
Sanitation	±40 000 (Households)	± R280,000,000
Roads	±84 km	± R167,500,000
Electricity	±19 286 house holds	± R135,000,000

The following challenges have been identified as critical:

- Illegal connections from the bulk water supply has been identified as a major course to the supply of water
- Same to Electrification, there are huge illegal connections which are of no proper Control to Communities
- The suspension of water for all flagship project has also caused serious concerns to Communities because there was hope that water will be available at least 18hrs per day, the creation of unfinished infrastructure through water for all flagship project which is unfinished and the leftover of trenches which are creating donga has caused problems.
- The area which is significant to be attended to is the Technical Capacity of personnel specially on the senior positions and plant operators
- Insufficient resources to upgrade our road, electrical and water infrastructure

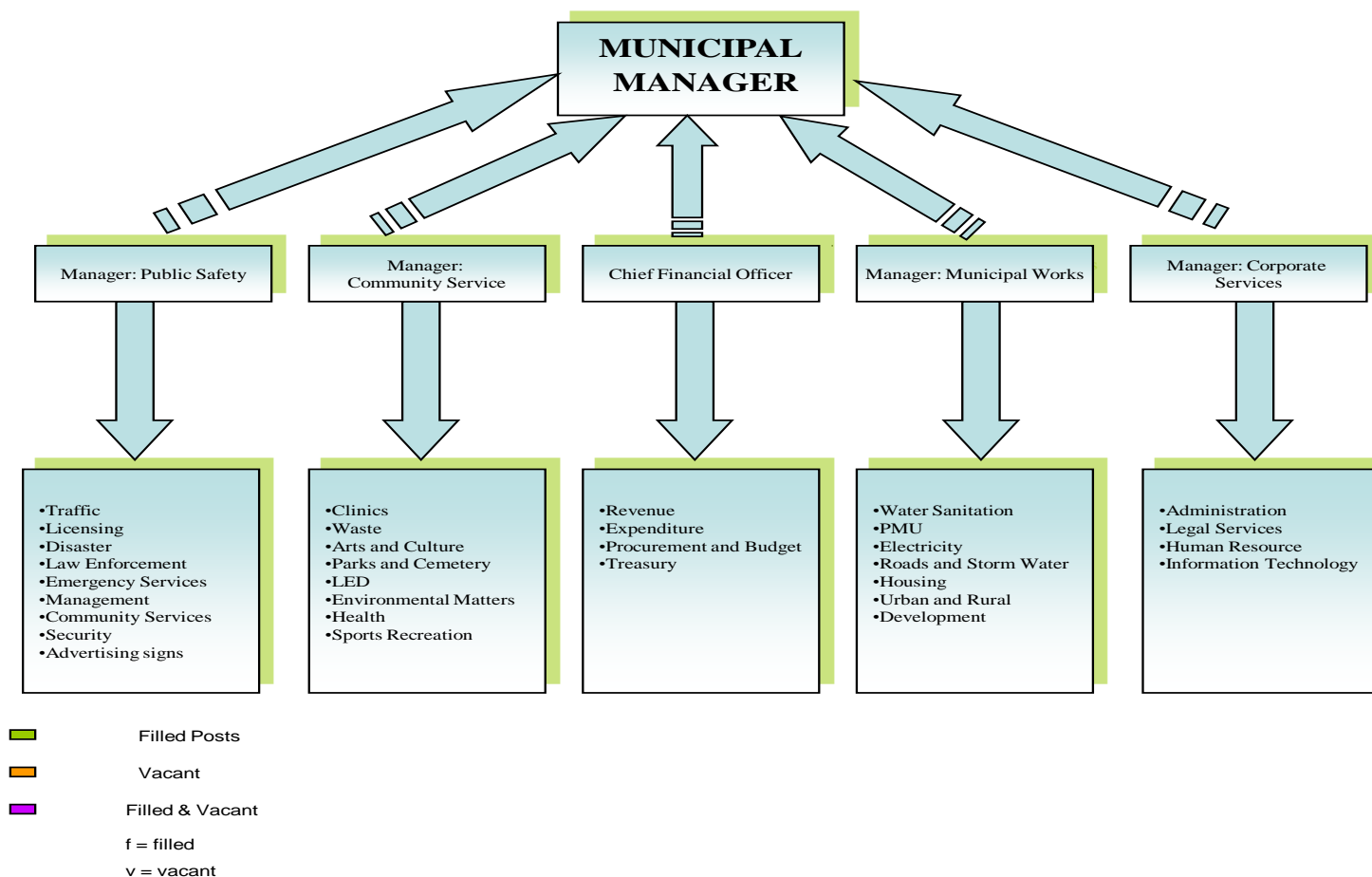
Envisaged strategy;

Since the council has requested to implement a management contract for the proper supply of water services to enhance service delivery and revenue management. This will assist the municipality to create its capital investment through revenue services and it will lead to focus on every household to pay for services in the next three to five years to provide those insufficient resources.

CHAPTER THREE

Human Resources and other Organisational Management

Organogram



CHAPTER 4

Audited Annual Financial Statements and Related Financial Information

Annual Financial Statements for the year ended 30 June 2009

Report of the Auditor-General

Municipal Taxes and Service Charges

Implementation Plan to Address Auditor-General Report

**APPROVED TARIFF CHARGES FOR THE 2009/2010 FINANCIAL YEAR
ALL CHARGES ARE VAT EXCLUSIVE!!!**

<u>1.1 ASSESSMENT RATES</u>	EXISTING 2008/2009	APPROVED 2009/2010
		TARRIF REBATE
Unimproved Residential Stands	R0,1095	R0.03 5%
Improved Residential Stands	R0,0660	R0.0066 15%
Business	R0,1225	R0.0140 10%
Agricultural	-	R0.0025
State Owned	-	R0.0100 5%
PSI	-	R0.0025 5%
Residential- Consolidated or Notarial Tide stands - 2	20% DISCOUNT	20% DISCOUNT
3 stands -	30% DISCOUNT	30% DISCOUNT
-4 stands or more	40% DISCOUNT	40% DISCOUNT
RDP Houses (Flat rate)	-	R15.00 per month
Entrance Control Levy improved stands -	R35.00 per month	R35.00 per month
Entrance Control Levy unimproved stands -	R15.00 per month	R15.00 per month
<u>1.2 ASSESSMENT RATES REBATE:</u>		
In terms of Section 32(1)(b) of the said Ordinance a further remission be granted of pensioners and permanent disable persons on the following conditions:		
<p>(i) An applicant shall be the registered owner and the permanent occupier of the property in question, which property is being used as at the date of application for sole purpose of accommodating one dwelling, which dwelling is being used for residential purposes only.</p> <p>(ii) Applicants shall be a pensioner of permanent medically disabled person with an income less than R1,200 per month 40% remission and with an income exceeding R1,200 per month but not more than R2,000 per month, 20% remission.</p> <p>(iii) The aforementioned detail shall be verified by an affidavit.</p> <p>That notice be given in terms of section 26(2)(a) and (b), 27, 41 schedule 17 to the regulations of the Local Authorities Rating Ordinance 1977 (Ordinance 11 of 1977), to the effect that the assessment rates due on 1 July 2003 shall be payable in twelve equal monthly instalments on or before the due date printed on the face of the account, failing which, interest equal to the prime rate as determined by the South African Reserve Bank per annum, will be charged in terms of section 50A of the Local Government Ordinance (Ordinance 17 of 1939) on amounts in arrear after the fixed day and defaulters are liable to legal proceedings for recovery of such arrear amounts.</p>		
<u>2.1 WATER</u>		
Basic charge	R59.40 per month	R62.95 per month
Water consumption per kl	R3.05	R 3.20
Kamhlushwa Residential Yard Connections		
1-6kl	R 2,90	R 3.10
6-20kl	R 3,71	R 3.93
20-40kl	R 4,14	R 4.40

40 + kl		R 4.35	R 4.60
Kamhlushwa Stand Pipe			
1-6kl		R 1.56	R 1.65
6-20kl		R 2.19	R 2.32
20-40kl		R 2.62	R 2.78
40 + kl		R 2.86	R 3.03
Kamhlushwa Business			
1-20kl		R 3.99	R 4.20
20-40kl		R 4.62	R 4.90
40 + kl		R 5.11	R 5.42
Phosaville		R 1.33	R 1.41
2.2 MARLOTH PARK			
Basic Charge		R14.85 per month	R15.70 per month
3. ELECTRICITY			
Basic charge Residential		R40.10 per month	R 42.50 per month
Energy charge Residential KWH		R0.394	R0.528
Basic charge Business < 70 Amp (single phase)		R134.18 per month	R142.23 per month
Energy charge Business < 70 Amp (single phase)		R0.390	R0.523
Basic charge Business < 150 Amp (three phase)		R160.16 per month	R169.80 per month
Energy charge Business <150 Amp (three phase)		R0.390	R0.523
Basic charge Business > 150 Amp (three phase)		R294.45 per month	R312.12 per month
Demand charge Business > 150 Amp (KVA three phase)		R50.40	R67.50
Energy charge Business > 160 Amp (three phase)		R0.241	R0.323
Domestic Prepay Tariff		R0.4788	R0.642
Basic Charge Prepaid		-	Nil
4. REFUSE			
Refuse Residential once a week services		R29.20 per month	R30.95 per month
Refuse Residential twice a week services		R59.00 per month	R62.50 per month
Refuse Residential Rural once a week services		R14.10 per month	R14.95 per month
Refuse Business once a week services		R39.00 per month	R41.30 per month
Refuse Business twice a week services		R85.65 per month	R90.80 per month
Business - (one container)		R82.65 / bin per month	R87.60 / bin per month
- 1.75cubic meters (20 containers)		R1653.00 / month	R1752.20 / month
- 2.5cubic meters (29 containers)		R2070.00 / month	R2194.20 / month
Public Institutions Schools/Clinics		R77.45 / bin per month	R82.10 / bin per month
Clearing Grass and Bushes on Open Stands		R590.00	R625.40
Clearing of General Waste on Open Stands		R415.00	R439.90
Removal of Building Rubble		R415.00 / truck load m ³	R439.90 / truck load m ³
Removal of Garden Refuse		R235.00 / truck load m ³	R249.10 / truck load m ³
Cutting of Large Trees		R235.00 per tree	R249.10 / tree

5. SEWERAGE	EXISTING 2008/09	PROPOSED 2009/10
Sewerage Fixed charge (1 st 2 points)	R95,50 per month	R101.00 per month
Sewerage (Additional Points) per point	R36.00 per month	R38.00 per month
Available charge – Empty stands	R47.20 per month	R50.00 per month
Sewerage charge M'hlatikop per kl	R 1.90	R 2.00
Sewerage Fixed charge (1 st 2 points)Hectorspruit	R43.50	R46.00
Sewerage (Additional points) Hectorspruit per point	R21.50 per month	R22.80 per month
Chemical Toilet per day	R590.00	R625.40
Septic Tank Drainage	R235.50/cubic meter	R249.60/cubic meter
6. BUILDING PLAN FEES	R4.75/ m ² min (R420.00)	R5.04/ m ² (min R420.00)
7. PAVEMENT DEPOSIT	R500.00	R530.00
8. TOWN PLANNING TARIFFS:		
Application in accordance with Section 6 (1) of the division of Land, Ordinance 1986 (Ordinance No. 20 of 1986) – Division of farm portion	R1340.00	R1420.50
Application in accordance with Section 57 (1)(b) of the Town Planning and Township Ordinance, 1986 (Ordinance No.15 of 1986) – Reasons for Municipality's decision	R225.00	R238.50
Application in accordance with Section 56 (1)(a) of the Town Planning and Townships Ordinance, 1986 (Ordinance No.15 of 1986) – Amendment scheme/rezoning	R1670.00	R1770.00
Application in accordance with Section 96 (2)(b) of the Town Planning and Townships Ordinance, 1986 (Ordinance No.15 of 1986) – Townships Establishment Applications	R3900.00	R4134.00
Application in accordance with Section 96 (4)(a) of the Town Planning and Townships Ordinance, 1986 (Ordinance No.15 of 1986) – Amendment of a Township Establishment i) If already approved by Municipality ii) If not already approved by Municipality	R3900.00 R1670.00	R4134.00 R1770.00
Application in accordance with Section 92 (1)(a) of the Town Planning and Townships Ordinance, 1986 (Ordinance No.15 of 1986) – Sub –division: i) For first five (x5) erven ii) Six (x6) plus erven	R335.00 R135.00 / erf	R355.00 R143.00 / erf
Application in accordance with Section 92 (1)(b) of the		

Town Planning and Townships Ordinance, 1986 (Ordinance No.15 of 1986) – Consolidation	R225.00	R238.50
Application in accordance with Section 125 of the Town Planning and Townships Ordinance, 1986 (Ordinance No. 15 of 1986) – Amendment Scheme on Township Establishment Application: i) 1 to 100 erven ii) 101 to 200 erven iii) 201 to 500 erven 501 to 1000 erven	R2785.00 R3340.00 R3900.00 R4450.00	R2952.00 R3540.00 R4134.00 R4717.00
Hearing and inspection fees in accordance with Annexure 17 of Regulation 41 B©, of the Town Planning and Townships Ordinance 1986 (0.15 of 1986)	R550.00	R583.00
Application for special utilization rights (In terms of the Town Planning Schemes in operation, as well as the urban settlement areas) (consent use)	R1100.00	R1166.00
Issuing of Certificates	R55.70	R59.00
9. SUNDRY TARIFFS:		
1. Reason for Council's decision 2. Building relaxations Fees 3. General information (written) 4. Building Inspections: Swimming pools 5. Sub Division of Stand – service contribution (civil)	R710.00 R560.00 R12.50 / letter R106.00 R5300.00	R752.60 R593.60 R13.25 per letter R112.00 R5618.00
10. ESTATES & BUILDINGS: RENTAL:		
10.1 MARLOTH PARK		
i) Chalets per night		
Non Property Owners	R263.16	R278.95
Property Owner	R228.07	R241.75
Persons 60+ (public & school holidays excluded)	R157.89	R167.40

	EXISTING 2008/09	PROPOSED 2009/10
ii) Rondawels per night		
Non Property Owner	R220.17	R233.38
Property Owner	R179.82	R190.60
Persons 60+ (public & school holidays excluded)	R140.35	R148.80
iii) Caravan Sites		
Non Property Owner	R87.72	R92.98
Property Owner	R74.56	R79.03
Persons 60+ (public & school holidays excluded)	R55.26	R58.58
iv) Entrance Fees		
Henk van Rooyen Park		
Property Owner	Free	Free

Non Property Owner	R35.09 per person	R37.20 per person
Lionspruit		
Non Property Owner	R43.85 per vehicle	R46.48 per vehicle
Safari Game Vehicles	R131.58 per vehicle	139.47 per vehicle
Season Tickets - Property Owner (1 st ticket)	Free	Free
- Property Owner 2 nd ticket)	R210.52	R223.15
- Non Property Owner	R750.00	R795.00
Deposit	R200.00	R212.00
Rental – Private per day	R500.00	R530.00
- Church Services per day	R 100.00	R 106.00
10.3 STADIUMS		
Deposit	R500.00	R530.00
Rental – per day	R1000.00	R1060.00
Churches	R400.00	424.00
10.4 CEMETERIES		
10.4.1 URBAN		
<u>Burial Fees:</u>		
Within jurisdiction - Adults	R500.00	R530.00
Nl. (Kaapmuiden) - Children	R350.00	R371.00
(Malelane & Hectorspruit) - Internment in one grave – additional	R 100.00	R 106.00
Outside jurisdiction - Adults	R600.00	R636.00
- Children	R400.00	R424.00
Enlargement of Grave	R 100.00	R 106.00
<u>Reserving Graves:</u>		
Per grave per person resident in jurisdiction at time of disease	R250.00	R265.00
Per grave per person NOT resident in jurisdiction at time of disease	R450.00	R477.00
Per niche	R150.00	R159.00
<u>Wall of Remembrance:</u>		
Per single niche, per single emplacement	R250.00	R265.00
Per Double niche, per double emplacement	R450.00	R477.00
<u>Memorial Stones:</u>		
Consent for erection of memorial stone	R 100.00	R106.00
Re-opening of Graves	R250.00	R265.00
10.4.2 RURAL		
<u>Burial Fees:</u>		
In jurisdiction - Adults	R 80.00	R85.00
Nl. (Kamhlushwa) - Children	R 35.00	R37.00
- Internment in one grave – additional	R 25.00	R26.50
Outside jurisdiction - Adults	R 100.00	R106.00
- Children	R 60.00	R64.00
Enlargement of Grave	R 25.00	R26.50

<u>Reserving Graves:</u>		
Per grave per person resident in jurisdiction at time of disease	R250.00	R265.00
Per grave per person NOT resident in jurisdiction at time of disease	R450.00	R477.00
<u>Memorial Stones:</u>		
Consent for erection of memorial stone	R 70.00	R74.00
<u>Wall of Remembering:</u>		
Per single niche	R250.00	R265.00
Re-opening of Graves	R250.00	R265.00

<u>11. HAWKER FEES:</u>	EXISTING 2008/09	PROPOSED 2009/10
Rent of Site Fee (per month)	R15.00	R 16.00
License Application Fee	R55.00	R 58.00
Hawker License (per annum)	R120.00	R127.00
<u>12. BANNERS, POSTERS & ADVERTISEMENT</u>		
Deposit: Posters (excluding elections)	R500.00	R530.00
Deposit: Posters in a elections	R750.00	R795.00
Deposit: For each banner	R500.00	R530.00
Application Fee for Public Display of Advertisement Boards	R300.00	R318.00
Public Display of Advertisement Boards smaller than 6 m ²	R750.00 p/annum	R795.00
Public display of Advertisement Boards bigger than 6 m ²	R2000.00 p/annum	R2120.00
Display of Billboards	5000.00 p/annum	R5300.00 p/annum
Advertisement on Municipal Trucks	R3000.00 per annum	R3180.00 per annum
Furnishing of information and issuing of Certificates:		
Application of Safety Certificate	R50.00	53.00
Issuing of Safety certificate	R100.00	106.00
<u>13. LIBRARY:</u>		
Membership Fees: Adult per year	R 45.00	R 48.00
Membership Fees: Children under 18 years, pensioner & students	R 20.00	R 21.00
Penalties: Books per week	R 2.00	R 2.10
Special Demand	R 5.00	R 5.30
Visitor's Deposit	R120.00	R127.00
<u>14. FEE GENERAL CLEANSING:</u>		
i) Removal of building rubbish	R222.00 / m ³	R235.00 per m ³
ii) Removal of gardening rubbish	R 58.00 / m ³	R 61.50 per m ³
iii) Cleaning of Stand	R222.00 / 1500 m ² stand	R235.00 per m ³
<u>15. FURNISHING OF INFORMATION AND ISSUING OF CERTIFICATES</u>		

Clearance Certificates/clearance Cost	R43.86	R46.50
Schedule/Duplicate/extension		
Valuation Certificates	R35.09	R37.20
Search Fees	R35.00	R37.00
Photocopies: - A4-size	R 1.75	R 1.86
- A3-size	R 3.07	R 3.25
Faxes per page	R 3.51	R 3.72
Cheque Refer to Drawer	R120.00	R127.00
Copy of Voter Roll	R2.63 per page	R 2.79 per page
Copies of Valuation Roll	R2.63 per page	R 2.79 per page
Electronic Copy of Valuation Roll	R700.00	742.00
16. CONNECTION FEES		
16.1 WATER		
Nkomazi	R1450.00	R1537.00
25mm	R1670.00	R1770.00
Testing of Water Meter	R150.00	R159.00
Supply and Installation of meter	Actual Cost + 15% - larger than 25mm	Actual Cost + 15% - larger than 25mm
Changes in installation	Actual Cost + 15%	Actual Cost + 15%
Civic Service Contribution	R5500.00	R5830
16.2 ELECTRICITY		
Nkomazi - single phase	R2550.00	R2703.00
- 3 phase	R4250.00	R4505.00
- single phase pre-paid	R900.00	R954.00
- 3 phase	R2200.00	R2332.00
pre-paid		
Temporary Connection	R200.00	R212.00
Connection due to non payment	R150.00	R159.00
Call out - Nkomazi	R200.00	R212.00
Tampering with meter	R3200.00 plus legal costs	R3392.00 plus legal costs
Use of fire hydrant	R250.00 plus labour	R265.00 plus labour
Testing of Electricity Meters	Actual Cost + 15%	Actual Cost + 15%
Supply and Installation of meter box	Actual Cost + 15%	Actual Cost + 15%
Changes in installation	Actual Cost + 15%	Actual Cost + 15%
Service contribution (civil)	R1900.00	R2014.00
17. CLINIC FEES		
Health Certificate	R210.00 per certificate	R222.60 per certificate
Water Test Result - Bacterial	R260.00	R275.60
- Chemical	R525.00	R556.50
18. BUSINESS FEES		
Business License per annum	R300.00	R318.00
Application of Business License	R120.00	R127.00

IMPLEMENTATION PLAN TO ADDRESS AG REPORT

1. Biological Assets

A physical count of the biological assets will be conducted by the service provider, Combined Systems, to obtain their value.

This must be done before 30 June 2010.

2. Provision for land fill site

Provision for land fill site will be made at the year ending 30 June 2010

3. PPE item

Recommendation by AG will be implemented by the financial year end.

-sufficient evidence for existence will be provided at year end

-asset register will be monitored

-right classification of assets will be implemented

4. Distribution losses on revenue

Distribution Losses on electricity will be monitored during the year and a report compiled as recommended by AG. This will be monitored on quarterly basis, and the losses should be within 10%.

5. Fruitless expenditure

The municipality has instituted legal action against the suspended Municipal Manager to recover the wasteful expenditure.

CHAPTER 5

Functional Area Service Delivery Report

Public Safety Department
Community Services Department
Corporate Services Department
Finance Department
Municipal Works Department

Budget

Kindly note that the departmental activities were not budgeted for per their planned output.

However the total operating budget for the 2008/09 financial year is R250,248,000 and the total expenditure was R225,994,000.

The total capital budget for the year was R125,591,000 and the actual expenditure was R76,791,000. 22% of the total capital budget was never realised because an amount of R28,300,000 was never realised for external loans from DBSA.

PUBLIC SAFETY DEPARTMENT

KPA 1: Basic Service Delivery

Objective	Indicator	Priority Area	Annual Target (2008/2009)	Actual 2008/9 performance	Reasons for non-achievement	Plans to address non-achievement	Responsibility
PUBLIC SAFETY DEPARTMENT							
To render a more effective fire fighting service	o equip fire fighting LDVs with rescue equipment	Emergency services	2 vehicles equipped	2 vehicles equipped	N/A	N/A	Public Safety Department
	To place a community fire unit in location as determined by Council		1 unit placed and operational	Unit placed in Kamaqhekeza and operational	N/A	N/A	Public Safety Department
	To decentralize fire fighting service		Malalane, Komatipoort and Mzinti operational	Units operational in Malalane, Komatipoort and Mzinti	N/A	N/A	Public Safety Department
To establish a customer service point in Kamhlushwa (Licensing section)	To equip office as required. To open for the public.	Licensing	Furniture purchased and office open and functional	Target not achieved although office was prepared, furniture was purchased.	Department of Roads and Transport unable to provide the required eNatis equipment for the office to operate	Continued follow ups with the Department of Roads and Transport	Public Safety Department

Objective	Indicator	Priority Area	Annual Target (2008/2009)	Actual 2008/9 performance	Reasons for non-achievement	Plans to address non-achievement	Responsibility
PUBLIC SAFETY DEPARTMENT							
To upgrade the Komatipoort testing station	Upgrading of turning radius To upgrade outdated equipment in testing station	Licensing section	Construction complete Equipment installed	Turning radius completed Target not achieved	Supplier provided incorrect information and current equipment must be replaced and cannot be upgraded	Provision was made on 2009/2010 budget to replace equipment	Public Safety Department
To enhance safety and to assist emergency services by identifying streets	Village identified Material purchased Streets numbered	Disaster Management	Project complete	Target not achieved however the village was identified as Mangweni and material was purchased	MMC and Chief Disaster Management could not arrange a community meeting in time for the project to start	Project to be finalized in 2009/2010 financial year	Public Safety Department

Objective	Indicator	Priority Area	Annual Target (2008/2009)	Actual 2008/9 performance	Reasons for non-achievement	Plans to address non-achievement	Responsibility
PUBLIC SAFETY DEPARTMENT							
To render the offices at testing grounds more accessible to the public	Upgrading of the entrance road to the testing station. To establish a public parking area	Licensing section	Projects completed	Projects completed	N/A	N/A	Public Safety Department
To improve the conditions of commuters by creating bus stop facilities in Marloth Park	Application for grant submitted to the Department of Roads and Transport	Public Transport	Application submitted and construction completed	Target not achieved however, application was submitted and bus shelters were built in various other villages in Nkomazi	The Department of Roads and Transport did not identify Marloth Park as a priority area for this facility	To resubmit the application with the necessary motivation	Public Safety Department
To enhance safety at the Naas four way stop	To obtain permission from SANRAL To install traffic lights	Traffic control	Traffic lights installed	Target not achieved, however conditional approval was obtained from SANRAL, a consultant was approved and quotations for traffic lights were obtained	The process of negotiating with SANRAL took longer than expected. Delays in procurement processed	Project to be finalized in 2009/2010 financial year as a roll over project	Public Safety Department

Objective	Indicator	Priority Area	Annual Target (2008/2009)	Actual 2008/9 performance	Reasons for non-achievement	Plans to address non-achievement	Responsibility
PUBLIC SAFETY DEPARTMENT							
					further delayed the project		
To improve security at the Malalane Testing Station – 1 st phase	By replacing existing fence with palisade fencing	Licensing section	1 st phase as budgeted complete	Project complete	N/A	N/A	Public Safety Department

Objective	Indicator	Priority Area	Annual Target (2008/2009)	Actual 2008/9 performance	Reasons for non-achievement	Plans to address non-achievement	Responsibility
PUBLIC SAFETY DEPARTMENT							
KPA 3: Local Economic Development							
To assist with poverty alleviation in Nkomazi	To train volunteers as Traffic Wardens To improve the payment of traffic wardens	Traffic section	To train 30 traffic wardens To obtain approval for improved payment	15 Traffic wardens trained and increased payment implemented	Waiting for ward Councillors to identify a further 15 persons to be trained	Renewed request for co-operation from ward Councillors	Public Safety Department

Objective	Indicator	Priority Area	Annual Target (2008/2009)	Actual 2008/9 performance	Reasons for non-achievement	Plans to address non-achievement	Responsibility
PUBLIC SAFETY DEPARTMENT							
KPA 2: Good Governance and Public Participation							
To develop by laws for Nkomazi	By laws developed and adopted	Law Enforcement	To have traffic by-laws, community fire safety by laws, street and miscellaneous by laws and advertisement by laws adopted by Council	Advertisement by laws adopted and promulgated. Community safety, street and miscellaneous by laws were developed and adopted by the portfolio committee	The Mayoral Committee resolved that a workshop must be arranged before by laws can be approved. In spite of requests in this regard, the workshop was not arranged and therefore by laws could not proceed for adoption	None	Public Safety Department

Objective	Indicator	Priority Area	Annual Target (2008/2009)	Actual 2008/9 performance	Reasons for non-achievement	Plans to address non-achievement	Responsibility
PUBLIC SAFETY DEPARTMENT							
Ensure stakeholders participating in matters relating to safety and security	Fully functional local MAM structure	Traffic Section	All stakeholders as identified to have bi-monthly meeting Projects identified and introduced to the IDP	5 meetings were held. Projects were incorporated in the IDP	One meeting could not sit due to unavailability of stakeholders	For public safety to improve liaison with stakeholders	Public Safety department
Ensure stakeholders participation in matters relating to public transport	Fully functional transport forum	Public Transport	All stakeholders as identified to have monthly meetings Regional Transport Forum meetings to be attended	4 meetings of Local Transport Forum were held All Regional Transport Forum meetings were attended	Unavailability of stakeholders	Chief Traffic to improve liaison with Stakeholders	Public Safety department

Objective	Indicator	Priority Area	Annual Target (2008/2009)	Actual 2008/9 performance	Reasons for non-achievement	Plans to address non-achievement	Responsibility
PUBLIC SAFETY DEPARTMENT							
Ensure stakeholders participation in matters relating to Disaster Management	Fully functional Local Disaster Management Advisory forum	Disaster Management	All stakeholders as identified to have quarterly meetings Project identified and included in the IDP	One meeting was held Project was included in IDP	Reshuffling of emergency services to Disaster Section and new Chief in section made it difficult for section to achieve its goals due to lack of staff	Chief Disaster Management to ensure the appointment of a data capturer to render assistance	Public Safety department Public Safety Department
Improve communications and cooperation in the Transport sector	Fully functional Local Transport Liaison Committee	Traffic Section	Regular meetings of local Transport Liaison committee	All applications for Public Transport permits were considered by committee	N/A	N/A	Public Safety Department

Objective	Indicator	Priority Area	Annual Target (2008/2009)	Actual 2008/9 performance	Reasons for non-achievement	Plans to address non-achievement	Responsibility
PUBLIC SAFETY DEPARTMENT							
KPA 4: Municipal Financial Viability and Management							
Provide infrastructure for socio-economic development in the Municipality	% of departments capital budget spent on capital projects (in terms of the IDP)	Public Safety	100% of department's capital budget spent	95% of budget spent on capital projects	Traffic light project became roll over project	Project to be completed in 2009/2010 financial year	Public Safety
Provide effective management of income/expenditure budget	% of budget spent	Public Safety	0% over expenditure contingencies provided for during budget review	0% over expenditure on all votes over which the Manager Public Safety had control			Public Safety

Objective	Indicator	Priority Area	Annual Target (2008/2009)	Actual 2008/9 performance	Reasons for non-achievement	Plans to address non-achievement	Responsibility
PUBLIC SAFETY DEPARTMENT							
KPA 5: Municipal Efficiency and Productivity							
Improve road traffic safety in Nkomazi	Number of roadblocks held per month Number of vehicles checked for roadworthiness per month -Number of drivers licenses checked per month	Traffic control	4 per month 1000 per month 1000 per month	Average of 5,3 roadblocks per month were held Average of 2425 vehicles and drivers licenses were checked per month	N/A	N/A	Public Safety Department
To establish a fully functional control room	All complaints handled All emergencies handled	Disaster Management	Establish reporting system monthly statistics	Control room was established and all emergencies and complaints were handled.	N/A	N/A	Public Safety Department
To ensure continued service delivery	Installation of generators to neutralize the effect of power cuts	Public Safety	Generators installed in all centres	Generators installed in Malelane (traffic section and licensing section), Komatipoort offices and Hectorspruit Disaster Centre. Power back up systems for traffic lights on N4 installed.	N/A	N/A	Public Safety Department

Objective	Indicator	Priority Area	Annual Target (2008/2009)	Actual 2008/9 performance	Reasons for non-achievement	Plans to address non-achievement	Responsibility
PUBLIC SAFETY DEPARTMENT							
KPA 6: Municipal Institutional Development and Transformation							
To ensure the development of personnel through training Develop emergency evacuation plans for all major centers	% of personnel identified and sent for training Plans documented and improved Safety officers appointed	Public Safety	workforce trained in terms of skills development plan Malelane Civic Centre Komatipoort Civic Centre Marloth Park Offices	workforce trained in terms of skills development plan 100% of licensing officers attended eNatis Training 100% of Peace officers were trained Plans developed for Malelane Civic Centre Komatipoort Civic Centre Marloth Park Offices. Safety officers trained	N/A	N/A	Public Safety Department

Objective	Indicator	Priority Area	Annual Target (2008/2009)	Actual 2008/9 performance	Reasons for non-achievement	Plans to address non-achievement	Responsibility
PUBLIC SAFETY DEPARTMENT							
Improve employees and Councillors skills and knowledge through training and capacity building programmes with regard to fire prevention/fighting	% of employees and Councillors trained	Disaster Management	33% of workforce trained 20% of Councillors trained	2% of workforce trained 15% of Councillors trained	Lack of personnel to perform this function. The officer identified to conduct training was deployed as an Examiner of Vehicles for the most of the year	Appoint more personnel	Public Safety Department

COMMUNITY SERVICES DEPARTMENT

KPA	OBJECTIVE	INDICATOR	PRIORITY AREA	ANNUAL TARGET 2008/2009	ACTUAL 2008/2009 PERFORMANCE	REASONS FOR NON ACHIEVEMENT	PLANS TO ADDRESS NON ACHIEVEMENT	RESPONSIBILITY
KPA1: Basic Service delivery	To provide and promote primary health care services to all target groups	Number clients/patients nursed	Primary health care	100%	100%	Nil	Nil	Community Services
	To provide and promote primary health care services to all target groups	Number of clients started on ARV adherence classes	Primary health care	20%	20%	Nil	Nil	Community Services
	To provide and promote primary health care services to all target groups	Dual therapy initiated	Primary health care	20%	20%	Nil	Nil	Community Services
	To provide a safe environmental friendly and cost effective waste management and refuse disposal system in Nkomazi	Integrated Waste Management plan in place	Nkomazi community	Yes	Yes	Nil	Nil	Community Services
		Availability of refuse removal services in communities						
	To provide a safe environmental friendly and cost effective waste management and refuse disposal system in Nkomazi	Fencing of Kamaqhekeza dump site.	Nkomazi community	Yes	Yes	Nil	Nil	Community Services
		Participated in cleanest town competition						

	To provide a safe environmental friendly and cost effective waste management and refuse disposal system in Nkomazi	Establishment of Steenbok landfill site	Nkomazi community	50%	10%	Unavailability of budget from the Municipality.	To work with MPU and DPLG to get MIG funding, however 5million received from DPLG, and more funding is required for completion of the site.	Community Services
	To provide a safe environmental friendly and cost effective waste management and refuse disposal system in Nkomazi	Established cleanest school completion	Nkomazi schools	50%	45%	Programme not fully marketed to schools	To market the cleanest school competition to all schools and its benefits	Community Services
	To provide a safe environmental friendly and cost effective waste management and refuse disposal system in Nkomazi	Three additional refuse One TLB, one tipper truck procured. 80% household serviced Draft by-law on waste management is in place	Nkomazi community	80%	80%	Nil	Nil	Community Services

KPA 3: Local Economic Development	To create an enabling environment for Local Economic growth	LED strategy in place and implemented	Tourism	Tourism strategy approved by Council	80%	Document waiting for input from stakeholders	To follow up and have a meeting with stakeholders to approve the document as a final one	Community Services
	To create an enabling environment for Local Economic growth	Lusito bakery completed and handed over to beneficiaries	Job creation	100%	100%	Nil	Nil	Community Services
	To create an enabling environment for Local Economic growth To	Mangweni cultural village completed and handed over to beneficiaries	Tourism	100%	100%	Nil	Nil	Community Services
	To create an enabling environment for Local Economic growth	Komatipoort Tourism centre under construction	Tourism	100%	100%	Nil	Nil	Community Services

KPA 4: Municipal Financial viability and Management	To ensure that physical environment is protected and conserved for sustainable use	Environmental and Nature Conservation in place	Conservation	100%	20%	Unavailability of budget	Add more budget for 2009/2010	Community Services
	To ensure that physical environment is protected and conserved for sustainable use	Decreased poaching Increased number of species	Conservation	100%	50%	Shortage of personnel Insufficient budget	Additional personnel Budget increase	Community services
	To promote effective collection of data for game management	Data available	Conservation	100%	50%	Shortage of personnel Insufficient budget	Additional personnel Budget increase	Community Services
KPA 2: Good Governance and Public Participation	To ensure a fully functional AIDS Council	Existing AIDS Council programmes/Activities. Meetings held quarterly	Nkomazi community	100%	100%	Insufficient budget	To request for more funding	Community Services
	To ensure that all citizens have access to community development services and facilities.	Number of stadiums upgraded	Community facilities	02	02	Nil	Nil	Community Services

	To ensure that all citizens have access to community development services and facilities.	Number of community halls upgraded	Community facilities	01	01	Nil	Nil	Community Services
	To ensure that all citizens have access to community development services and facilities.	Selati supper cup supported	R100 000	100%	100%	Nil	Nil	Community services
	Good Governance and Public participation	Mayoral cup tournament developed	Community of Nkomazi	100%	100%	Nil	Nil	Community services
	To ensure that all citizens have access to community development services and facilities.	Number of Community Based Educators trained	Community facilities	30	30	nil	Nil	Community Services

	Good Governance and Public participation	Participated in the twinning games	Community of Nkomazi	100%	100%	Nil	Nil	Community services
		Participated in the provincial street football games.	Community of Nkomazi	100%	100%	Nil	Nil	Community Services
	To ensure that all citizens have access to community development services and facilities.	ICT services in all libraries	Community facilities	100%	100%	Nil	Nil	Community services
	To ensure that all citizens have access to community development services and facilities.	Cemeteries fenced	Community facilities	03	03	Nil	Nil	Community Services
	To ensure that all citizens have access to community development services and facilities.	Books purchased for all Libraries	Community facilities	50%	50%	Nil	Nil	Community Services

KPA 5: Municipal Institutional Development and Transformation	To reduce HIV/AIDS prevalence in Nkomazi	Reduced number of new HIV infections.	Nkomazi community	10%	4%	Achievement is dependent on behavior of individuals, however the Municipality still reinforce behavior change to the community	Develop a fully flushed HIV/AIDS unit at community reach (Kamhlushwa) for the community to access Voluntary Counseling and Testing 24 hrs.	Community Services Department
		Participated in HIV/AIDS Lekgotla in Badplaas and won trophies and award certificate	Ehlanzeni Community	100%	100%	Nil	Nil	Community Services Department
	To reduce HIV/AIDS prevalence in Nkomazi	HIV/AIDS strategy and implementation plan in place and approved by Council.	Nkomazi community	100%	100%	Nil	Nil	Community Services
	To ensure availability of condoms in high transmission areas and public places	Condo- trainers installed in transmission areas and public places	High transmission areas(tarvens, sheebe ens) and public places	60%	32%	Insufficient budget	Increase budget for 2009/2010	Community Services and treasury

CORPORATE SERVICES DEPARTMENT

KPA 1: Basic Service Delivery

Objective	Indicator	Priority Area	Annual Target (2008/2009)	Actual 2008/9 performance	Reasons for non-achievement	Plans to address non-achievement	Responsibility
CORPORATE SERVICES							
Develop the 2008/2012 IDP	Approved five year IDP	All Departments	Approved five year IDP	100%	N/A	N/A	All Departments

KPA 2: Good Governance and Public Participation

Objective	Indicator	Priority Area	Annual Target (2008/2009)	Actual 2008/9 performance	Reasons for non-achievement	Plans to address non-achievement	Responsibility
CORPORATE SERVICES							
Ensure Stakeholder participation in municipal matters	% of Stakeholder participation in Council matters	Public participation Section	100%	30%	Lack of capacity	Establish a public participation section	Corporate Services
Strengthen public participation	% of functionality of Ward Committees	Speaker's Office	100%	40%	Lack of capacity	Strengthen the public participation unit	Corporate Services

Objective	Indicator	Priority Area	Annual Target (2008/2009)	Actual 2008/9 performance	Reasons for non-achievement	Plans to address non-achievement	Responsibility
CORPORATE SERVICES							
To give support to Departments	Number of Mayoral and Council Meetings	Administration	12 Mayoral and 8 Council Meetings	14 Mayoral Meetings and 15 Council Meetings held	N/A	N/A	Corporate Services

KPA 4: Municipal Financial Viability and Management

Objective	Indicator	Priority Area	Annual Target (2008/2009)	Actual 2008/9 performance	Reasons for non-achievement	Plans to address non-achievement	Responsibility
CORPORATE SERVICES							
Provide economic support to Departments	Number of approved quarterly reports	Monthly financial reports	4 Approved quarterly report	3 approved	One outstanding 3rd quarterly report not available due to computer crashed with information.	To use backup system	Corporate Services and finance
To provide financial support to departments	Number of financial budget statements reports	Finance	11 financial budget statements reports	8 financial budget statements reports submitted to council	Postponements of scheduled meetings	To stick to scheduled dates for council meetings and mayoral	Corporate Services
To strengthen	% in compliance	Finance	100%	70% compliance	Non-	Internal audit	Corporate

Objective	Indicator	Priority Area	Annual Target (2008/2009)	Actual 2008/9 performance	Reasons for non-achievement	Plans to address non-achievement	Responsibility
CORPORATE SERVICES							
internal control measures		supply chain unit	compliance in procurement of goods and services	achieved	implementation of policies	section to be established	Services

KPA 5: Municipal Efficiency and Productivity

Objective	Indicator	Priority Area	Annual Target (2008/2009)	Actual 2008/9 performance	Reasons for non-achievement	Plans to address non-achievement	Responsibility
CORPORATE SERVICES							
Maintain telephone system and control telephone expenditure	% in telephone reliability and decrease in telephone bills	HR	80% telephone reliability and 30 decrease in telephone bills	50% telephone reliability and no decrease in telephone bills	Systems to control telephones not accurate	To appoint IT service provider to install a system that will assist to decrease telephone bill by 30%	Corporate Services

KPA 6: Municipal Institutional Development and Transformation

Objective	Indicator	Priority Area	Annual Target (2008/2009)	Actual 2008/9 performance	Reasons for non-achievement	Plans to address non-achievement	Responsibility
CORPORATE SERVICES							
To implement the employment equity plan	% of implementation plan	HR	100%	35%	Lack of competent people	To advertise in National Newspaper	Corporate Services
Develop a change and implementation plan	% in terms of implementation	HR	40 %	20 %	Lack of capacity	Establish a PMS Section	Corporate Services
Develop a new organogram	Approved organogram	HR	Approved organogram	Approved on 26 May 2009	N/A	N/A	Corporate Services
Integrate DWAF staff in to the Municipality	Integration completion	HR	100%	100% all DWAF staff integrated	N/A	N/A	Corporate Services
To ensure effective implementation of WSP	% of staff and Councillors trained	HR	50%	60% of staff and Councillors trained	N/A	N/A	Corporate Services
To ensure proper record keeping	% improvement in record keeping	Archives	50%	40%	Shortage of staff and lack of skills	More training to be done	Corporate Services

FINANCE DEPARTMENT

KPA 4: Financial Viability and Management: Finance Department

Objective	Indicator	Priority Area	Annual Target (2008/2009)	Actual performance	Reasons for non-achievement	Plans to address non achievement and timeframe	Responsibility
Finance							
Revenue projections for next 3 years and determine allocations to all departments	Revenue projections for next 3 years and determine allocations to all departments	Revenue Management	1	Revenue projections for next 3 years for all departments tabled to Council and approved	N/A	N/A	Budget and Treasury Department
Table Time Schedule of key deadlines Budget & Treasury Steering committee meetings to Council	Table Time Schedule of key deadlines Budget & Treasury Steering committee meetings to Council	Budget Management	1	Time Schedule of key deadlines & Budget & treasury steering committee meeting adopted by Council	N/A	N/A	Budget and Treasury Department

Objective	Indicator	Priority Area	Annual Target (2008/2009)	Actual performance	Reasons for non-achievement	Plans to address non achievement and timeframe	Responsibility
Finance							
Review all budgeted policies, plans and potential price increases of bulk resources	Review all budgeted policies, plans and potential price increases of bulk resources	Budget & Billing Management	1	Reviewed Budget all policies and Financial Plan approved by Council	N/A	N/A	Budget and Treasury Department
Prepare & consolidate the proposed budget for submission to Budget & Treasury steering committee	Document available Budget & Treasury steering committee	Budget Management	1	Budget document prepared and consolidated and were made available to the Budget & Treasury steering committee	N/A	N/A	Budget and Treasury Department
Complete 3 year draft budget and table to Council	3 year draft budget adopted by Council	Budget Management	1	3 year draft budget adopted by Council	N/A	N/A	Budget and Treasury Department

Objective	Indicator	Priority Area	Annual Target (2008/2009)	Actual performance	Reasons for non-achievement	Plans to address non achievement and timeframe	Responsibility
Finance							
Complete and table adjustment budget	adjustment budget adopted by Council	Budget Management	1	Adjustment budget adopted by Council by June	N/A	N/A	Budget and Treasury Department
Advertise draft budget	Advertisement available for public	Budget Management	1	Draft budget was advertised and made available for public	N/A	N/A	Budget and Treasury Department
Budget consultation process with community	Number of meetings	Budget Management	12	14 consultation meetings conducted with the community	N/A	N/A	Budget and Treasury Department
Revise & Prepare Final budget for approval	Budget approved	Budget Management	1	Budget approved by Council in June	N/A	N/A	Budget and Treasury Department
Conduct Budget Reviews	Spending as per projected revenue & planned budget		2	The cost analysis was done for the last quarter of the current financial year that informed the preparation of the final adjustment budget	N/A	N/A	Budget and Treasury Department

Objective	Indicator	Priority Area	Annual Target (2008/2009)	Actual performance	Reasons for non-achievement	Plans to address non achievement and timeframe	Responsibility
Finance							
Compile annual revenue projection per revenue source.	Document table to Council	Revenue Management	1	Compiled and incorporated into the budget and approved by Council	N/A	N/A	Budget and Treasury Department
Investigate possibility to outsource recreational facilities in Marloth Park & Komatipoort Caravan Park	Revenue base increased	Revenue Management	1	Council approved the outsourcing of the recreational facilities in Marloth Park and Komatipoort	N/A	N/A	Budget and Treasury Department
Investigate possible options of enhancing revenue collection on pilot project	Revenue base increased	Revenue Management & Property Rates		Service provider to implement project appointed.	Council stopped the service provider from continuing with the project	Stakeholders to be engaged to solve the problem	Budget and Treasury Department
Prepare reports for Council approval	Reports adopted by Council	Financial and Accounting Reporting	1	Reports submitted and approved by Council	N/A	N/A	Budget and Treasury Department
Review tariff fees	Reviewed tariff fees	Revenue and Billing Management	1	Tariff fees reviewed adopted by Council	N/A	N/A	Budget and Treasury Department

Objective	Indicator	Priority Area	Annual Target (2008/2009)	Actual performance	Reasons for non-achievement	Plans to address non achievement and timeframe	Responsibility
Finance							
Submit Property Rates Policy for approval by Council	Property Rates Policy approved by Council	Property Rates	1	Municipal Property Rates Policy approved by Council	N/A	N/A	Budget and Treasury Department
Identify formalised areas	No. Of household verified to be included in valuation roll	Property Rates	1	Kamhlushwa , Tonga Village, and Schoemansdal have been finalized with the tenure upgrade. Kamaqhekeza still in process.	Larger population stays in the communal land where they don't have title deeds	Speeding up of the land tenure upgrade application for other areas that have potential of revenue collection	Budget and Treasury Department
Implement indigent policy in rural communities.	Indigent register		1	Reviewed Indigent policy approved by Council. Registration on the indigent register opens from 01 November to 31 January annually in terms of the policy.	Setting up the registration of community members as indigents	-Data to be collected with CWD's for villages in the Nkomazi area -Workshop to be conducted for Councillors and officials on the policy	Budget and Treasury Department

Objective	Indicator	Priority Area	Annual Target (2008/2009)	Actual performance	Reasons for non-achievement	Plans to address non achievement and timeframe	Responsibility
Finance							
Promulgate Property Rates By-Law	Property Rates adopted by Council	Property Rates	1	Property Rates By-Law adopted by Council	N/A	N/A	Budget and Treasury Department
Monitor, evaluate revenue collection	% increase in revenue base and Audit Trail of all revenue generated	Revenue Management	4	<p>Water and Electricity meters were read timeously.</p> <p>The total amount billed for debtors for the financial year R83 109 371.40</p> <p>The total income for the year is R69 015 439.83 for rates and taxes. This means that the collection rate is at 83%</p> <p>Security at various pay points was improved.</p>	N/A	N/A	Budget and Treasury Department

Objective	Indicator	Priority Area	Annual Target (2008/2009)	Actual performance	Reasons for non-achievement	Plans to address non achievement and timeframe	Responsibility
Finance							
Identify all Council houses	All houses to be alienated identified	Revenue Management	1	Council houses to be alienated identified but not sold.	The economy does not favour the municipality to sell now	Houses to be alienated to be put on hold until the economy is ripe	Budget and Treasury Department
Appointment of Valuar	Valuar appointed	Property Rates	1	Valuar appointed	N/A	N/A	Budget and Treasury Department
Procurement of services/ Tender process	Tenders awarded	Financial Reporting	1	24 Tenders were awarded during the year	N/A	N/A	Budget and Treasury Department
Prepare and compile implementation plan on preparation of GRAP annual financial	Implementation plan submitted to Treasury	Financial Reporting	1	Implementation plan on GRAP conversion compiled and submitted to Provincial Treasury	N/A	N/A	Budget and Treasury Department
Finalise GRAP conversion	AFS meet GRAP requirements	Financial Reporting	1	GRAP Conversion in process	N/A	N/A	Budget and Treasury Department

Objective	Indicator	Priority Area	Annual Target (2008/2009)	Actual performance	Reasons for non-achievement	Plans to address non achievement and timeframe	Responsibility
Finance							
Compile Annual Financial Statements	Completed and submitted AFS	Financial Reporting	1	Annual Financial Statements compiled	N/A	N/A	Budget and Treasury Department
Compile Annual Report for Finance Department	Completed annual report for finance department	Financial Reporting	1	Annual Performance Report finalized	N/A	N/A	Budget and Treasury Department
Monthly Financial Report	Reports available	Financial Reporting	12	Monthly reports submitted to all relevant stakeholders, Provincial and National Treasury	N/A	N/A	Budget and Treasury Department
Report on Service Delivery and Budget Implementation Plan	Reports to Executive Mayor	Financial Reporting	4	Monthly reports submitted to all relevant stakeholders	N/A	N/A	Budget and Treasury Department
Report on Cash Flow and Staff Benefits	Reports submitted to Mayoral Committee	Financial Reporting and Revenue Management	4	Documents available at Budget and Treasury Office	N/A	N/A	Budget and Treasury Department

Objective	Indicator	Priority Area	Annual Target (2008/2009)	Actual performance	Reasons for non-achievement	Plans to address non achievement and timeframe	Responsibility
Finance							
Mid –year Budget and Performance Assessment Report	Report available on 15 Jan 2007	Financial Reporting	1	Report tabled to Council	N/A	N/A	Budget and Treasury Department
Payment of all creditors and closure of books.	Creditors have been paid within 30 days and cash book balances	Expenditure	100%	<p>Creditors have been paid within 30 days on receipt of an invoice and cash book balanced</p> <ul style="list-style-type: none"> ▪ 1st quarter : 4224 creditors have been paid totaling R 93 726 400.00 ▪ 2nd quarter : 3934 creditors totaling R 77 005 269.20 ▪ 3rd quarter : a total of R 75 261 361.20 was paid to 4217 ▪ 4th quarter: R 88 001 227.35 paid to 4469 creditors 	N/A	N/A	Budget and Treasury Department

Objective	Indicator	Priority Area	Annual Target (2008/2009)	Actual performance	Reasons for non-achievement	Plans to address non achievement and timeframe	Responsibility
Finance							
				A total of 16844 creditors were paid a total of R333 994 258.10 (including salaries)			
Monthly reconciliation	Bank statement reconciled	Financial Reporting	100%	Bank statement reconciled on monthly basis	N/A	N/A	Budget and Treasury Department
Prepare Annual Cash Flow document	Cash Flow document	Financial Reporting	1	Annual Cash Flow document prepared and approve together with the budget	N/A	N/A	Budget and Treasury Department
Revise Cash Flow quarterly	Revised Cash Flow Document	Financial Reporting and Revenue Management	4	Cash Flow revised	N/A	N/A	Budget and Treasury Department
Identify all debts to be written off and submit report to Council in writing off of bad debts	Report tabled to Council	Revenue and Billing Management	1	Compiled with the Credit Control and Debt Collection Policy	N/A	N/A	Budget and Treasury Department

Objective	Indicator	Priority Area	Annual Target (2008/2009)	Actual performance	Reasons for non-achievement	Plans to address non achievement and timeframe	Responsibility
Finance							
Develop a Debt Recovery Strategy	Decreased debtors and increased revenue	Revenue Management	4	Implementing the Credit Control and Debt Collection Policy	N/A	N/A	Budget and Treasury Department
Payment of salaries and allowances	Expenditure on salaries and allowances paid	Payroll	12	Salaries and allowances paid. The total salaries paid for the financial year is R101 201 446.34	N/A	N/A	Budget and Treasury Department
Conduct Market & Commodity Analysis	Credible budget allocation	Financial Reporting	1	Market & Commodity Analysis conducted that informed the budget	N/A	N/A	Budget and Treasury Department
Compile & Maintain database of suppliers	Supplier database available	SCM Management	100%	Registration of new suppliers on the database re-opened Database updated and available	N/A	N/A	Budget and Treasury Department

Objective	Indicator	Priority Area	Annual Target (2008/2009)	Actual performance	Reasons for non-achievement	Plans to address non achievement and timeframe	Responsibility
Finance							
Evaluate & Adjudicate tenders advertised	No. Of tenders to targeted groups report available	Financial Reporting & SCM Management	Ongoing	Tenders are evaluated /Adjudicated on continuous basis and reported to Council Report available	On going	On going	Budget and Treasury Department
Review Supply chain management policy	Review Supply chain management policy	SCM Management	1	Supply Chain Management policy reviewed and approved by Council	N/A	N/A	Budget and Treasury Department
Develop/ Formulate Inventory Management Policy	Inventory Management adopted by Council	SCM Management	1	Inventory Management in process of development	Lack of capacity in house to develop policy	Outsource to external service provider to take into account the GRAP reporting and implementation	Budget and Treasury Department
Identify, locate and compile asset register	Asset Register	Asset Management	1	Movable Asset register compiled	N/A	N/A	Budget and Treasury Department
Identify all disposable assets	No. Of assets disposed	Asset Management		Assets to be disposed identified	Difficulty in getting 3 quotes for Auctioneers to implement the Disposal of	Recommend that use of 2 quotes be implemented	Budget and Treasury Department

Objective	Indicator	Priority Area	Annual Target (2008/2009)	Actual performance	Reasons for non-achievement	Plans to address non achievement and timeframe	Responsibility
Finance							
					Assets		
Update asset register	Updated asset register	Asset Management	Ongoing	Asset Register finalised, only the recognition of assets outstanding in terms of GRAP and PPE	On going	On going	Budget and Treasury Department
Develop a 3 year Asset Management Plan	Asset Management Plan developed	Asset Management	1	Development of document In progress	3 year Asset Management Plan not yet developed due to the fact that Asset Register in terms of the GRAP on PPE not finalised	To be expedited after the submission of AFS and AG.	Budget and Treasury Department
Review Assets Management and Disposal Policy	Assets Management and Disposal Policy reviewed	Asset Management		Asset Management and Disposal Policy Reviewed and found to be applicable	N/A	N/A	Budget and Treasury Department

Objective	Indicator	Priority Area	Annual Target (2008/2009)	Actual performance	Reasons for non-achievement	Plans to address non achievement and timeframe	Responsibility
Finance							
Advertise and fill budgeted vacant positions within the department	All budgeted vacant positions filled	Personnel Management	100%	All vacant critical posts advertised. Secretary of the Chief Financial Officer, Accountant Expenditure, Income Clerk, Procurement Clerk, Creditors Clerk Senior Salaries Clerk, and Assistant Salaries Clerk posts filled.	N/A	N/A	Budget and Treasury Department

MUNICIPAL WORKS DEPARTMENT

Objective	Indicator	Priority Area	Annual Target (2008/2009)	Actual 2008/9 performance	Reasons for non-achievement	Plans to address non-achievement	Responsibility
Municipal Works							
To provide a reliable center for community participation	% of work done	Upgrading of Sibange, Mzinti and Mbuzini Community Hall. Renovation of Marloth Park Clubhouse	100% Completion	70% of work has been completed	Delay on the procurement and insufficient funding due to underestimates and	A program of all projects for implementation should be developed and monitored including the sitting of Bid Committees	Infrastructure Development
To create a township for revenue of the Municipality, provide furniture for effective use	% of work done	Town establishment of Pholane Furniture for MMC , Deputy Director for MW & Town Planning offices	100% Implementation	20% of work has been achieved due to lack of funding. Office furniture has been implemented	Delay on the procurement and insufficient funding.	External loans must be budgeted only if there is a guarantee that the funding will be available since most of external loans funds are not easy accessible. Project has been rolled over to the next financial year	Infrastructure Development

Objective	Indicator	Priority Area	Annual Target (2008/2009)	Actual 2008/9 performance	Reasons for non-achievement	Plans to address non-achievement	Responsibility
Municipal Works							
Provide access to safety roads	Improve efficient road network	Upgrading air Street and Ext 9 Upgrading & resealing of Roads at Komatipoort. Formalizing of Cemeteries (Palisade)	100% Implementation	60% of Engineering design work has been achieved	Lack of funding for these projects	External loans must be budgeted only if there is a guarantee that the funding will be available since most of external loans funds are not easy accessible. Projects have been rolled over to the 2009/2010 financial year.	Infrastructure Development
Create a sustainable and reliable infrastructure by maintaining and upgrading substations and transformers	% Of refurbishment and upgrades planned executed	Marloth Park bulk point Marloth park electrification 9 reticulation & house Connections) Refurbishing Mini substation and transformers- Nkomazi. Upgrading main substations-	100% Implementation	60% of Engineering design work has been achieved 100% of refurbishment of mini sub-stations has been completed	Lack of funding for these projects, Delay on the procurement	Projects have been rolled over to the 2009/2010 financial year.	Infrastructure Development

Objective	Indicator	Priority Area	Annual Target (2008/2009)	Actual 2008/9 performance	Reasons for non-achievement	Plans to address non-achievement	Responsibility
Municipal Works							
		<p>Malalane, Komatipoort and Hectorspruit.</p> <p>Install-HT Ring supplies in Malalane, Komatipoort and Hectorspruit.</p> <p>Electrification of Stentor Estates and Mkhwarukwaru.</p> <p>Purchase 3Ton Truck with cherry Picker and 1LDV</p> <p>Electrification Projects Phiva, Ntunda, Tonga, Masibekela, Khombaso, Mandulo, Ngwenyeni, Mbuzini, Mgobode, Block c</p>		<p>All projects were completed on time except Mbuzini and Mgobode since they were rolled over to 2009/2010 financial year</p> <p>135, 130, 175, 175, 75, 175, 175, 240, 150, 175</p>	<p>Insufficient funding and lack of existing data or As-built information for proper design on time</p>	<p>Projects need to be designed before the new financial year starts should budget made available and the municipality must plan with Eskom</p>	

Objective	Indicator	Priority Area	Annual Target (2008/2009)	Actual 2008/9 performance	Reasons for non-achievement	Plans to address non-achievement	Responsibility
Municipal Works							
Supply clean water to Community	Improve water supply to all households	Capacity Building and Planning (Including WSDP).Malalane Reservoir and Marloth Park Reservoir, Upgrade raw water supply to Tonga WTW phase 1,Tonga B North Reservoir, Mangweni Bulk Supply, Jeppes Reef Reservoir, Nyathi water treatment works, Mzinti Mahushe Bulk Water Supply and Masibekela water Treatment Works	100% Implementation	97% of all MIG projects have been implemented in the year 2008/2009 financial year.	Insufficient capacity of service providers caused delay and most of the projects have been implemented on a turnkey strategy of which the administration does not have the capacity to deliver as expected.	Proper service providers must be appointed or upgrade smaller companies in a joint venture strategy which will increase the capacity. Turnkey strategy must be implemented on bigger projects only	Infrastructure Development

